

ARMY, MARINE CORPS, NAVY, AIR FORCE



JTF LIAISON HANDBOOK

**MULTISERVICE TACTICS,
TECHNIQUES, AND PROCEDURES
FOR JOINT TASK FORCE (JTF)
LIAISON OPERATIONS**

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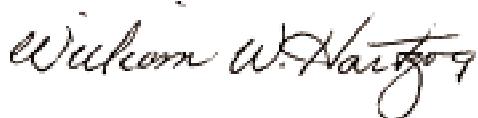
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MULTISERVICE TACTICS, TECHNIQUES, AND PROCEDURES

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FOREWORD

This publication has been prepared under our direction for use by our respective commands and other commands as appropriate.



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PREFACE

1. Scope

This publication describes liaison functions and roles. It describes specific responsibilities of the receiving organization, sending organization, and liaison officer (LNO)/element. The primary focus of this publication is LNO exchange from a component to a joint task force (JTF) staff.

2. Purpose

The purpose of the techniques contained in this publication is to improve all phases of JTF liaison operations. It will assist organizations sending and receiving LNOs, as well as, "shallow" the LNO's learning curve during exercise and contingency operations.

3. Application

This publication is intended to provide commanders of combatant commands (CINCs), JTFs, services, and components with a single, consolidated handbook of techniques for conducting liaison operations.

4. Implementation Plan

Participating service command offices of primary responsibility (OPRs) will review this publication, validate the information, and reference and incorporate it in service manuals, regulations, and curricula as follows:

Army. The Army will incorporate the procedures in this publication in US Army training and doctrinal publications as directed by the commander, US Army Training and Doctrine Command (TRADOC). Distribution is in accordance with DA Form 12-11E.

Marine Corps. The Marine Corps will incorporate the procedures in this publication in US Marine Corps training and doctrinal publications as directed by the commanding general, US Marine Corps Combat Development Command (MCCDC). Distribution is in accordance with MCPDS.

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Air Force. Air Force units will validate and incorporate appropriate procedures in accordance with applicable governing directives. Distribution is in accordance with AFI 37-160.

5. User Information

a. The TRADOC-MCCDC-NWDC-AFDC Air Land Sea Application (ALSA) Center developed this publication with the joint participation of the approving service commands. ALSA will review and update this publication as necessary.

b. This publication reflects current joint and service doctrine, command and control (C2) organizations, facilities, personnel, responsibilities, and procedures. Changes in service protocol, appropriately reflected in joint and service publications, will likewise be incorporated in revisions to this document.

c. We encourage recommended changes for improving this publication. Key your comments to the specific page and paragraph and provide a rationale for each recommendation. Send comments and recommendation directly to—

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26 August 1998

JTF LIAISON HANDBOOK
Multiservice Tactics, Techniques, and Procedures
for Joint Task Force (JTF) Liaison Operations

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EXECUTIVE SUMMARY

JTF LIAISON HANDBOOK

Multiservice Tactics, Techniques, and Procedures for Joint Task Force (JTF) Liaison Operations

Liaison Officers (LNOs)

LNOs facilitate the communication maintained between elements of a JTF to ensure mutual understanding and unity of purpose and action. Liaison is the most commonly employed technique for establishing and maintaining close, continuous, physical communication between commands. Typically, LNOs are exchanged between higher, lower, and adjacent units. When working in a combined forces environment, liaison assignment should be reciprocal. Additionally, LNOs may be provided from government agencies, nongovernmental organizations (NGOs), international organizations (IOs), or private voluntary organizations (PVOs). The primary focus of this publication is LNO exchange from a component to a JTF staff.

LNO requirements are determined based on the command relationships established by the JTF commander and the anticipated support requirements necessary to accomplish the assigned mission. The JTF commander has several options available for organizing forces. The JTF commander may decide to organize by service component, functional component, subordinate JTFs, or by a combination of these methods. Each of these organizational options has implications on LNO requirements to the JTF headquarters.

Functions

LNOs perform several critical functions that are consistent across the full range of military operations. The extent that these functions are performed is dependent on the mission as well as the charter established by the sending organization commander. The LNO has four basic functions: *monitor, coordinate, advise, and assist*.

- a. Monitor: The LNO must monitor the operations of the JTF and the sending organization and understand how each affects the other. At a minimum, the LNO must monitor the current and planned operations, understand and monitor pertinent staff issues, and anticipate potential problems.
- b. Coordinate: The understanding and procedures the LNO builds while monitoring the situation helps facilitate the synchronization of the sending unit's operations/future plans with those of the JTF by coordinating the communication process.
- c. Advise: The LNO is the JTF's expert on the sending command's capabilities and limitations. The LNO must be able to advise the JTF commander and the staff on the optimum use of the command they represent.

d. Assist: The LNO must assist on two levels. First, the LNO must act as the conduit between the sending command and the JTF. Second, by integrating into the JTF and attending various boards, meetings, and planning sessions, the LNO can ensure that those groups make informed decisions.

Summary

LNOs are the personal and official representatives of the sending organization commander and are authorized direct face to face liaison with the JTF commander. As such, LNOs require the special confidence of the sending organization commander and the JTF commander. LNOs remain in the chain of command of the sending organization. They are not staff augmentees or watch officers assigned to the joint operations center (JOC) and they are not viewed as full time planners. LNOs must retain the flexibility and freedom of action required to perform the broader functions tasked by the sending organization's commander.

Choosing, preparing, and properly dispatching the LNO/LNO team is critical to their effectiveness. Commanders make a conscious tradeoff between extensive preparation of the LNO and expeditiously dispatching the LNO in order to begin coordination and information exchange. In all cases, the LNO and receiving headquarters should understand the limits of the LNO's authority, which is best specified in writing.

Since timing for dispatch is generally a sending commander's decision, the receiving organization must communicate any limitations or special requirements early so as to preclude potential problems. Early LNO/LNO team effectiveness results from a well-planned reception and rapid integration into the receiving staff.

LNOs are not a substitute for transmitting critical information through normal command and control (C2) channels. Likewise, LNOs are not a replacement for proper staff to staff coordination.

This publication provides the CINCs, JTFs, services, and components with a single, consolidated handbook to assist their efforts to place more qualified and better prepared liaison individuals/elements within a JTF. Additionally, this publication will "shallow" the LNO's learning curve for exercises and operational contingencies.

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Chapter I

LIAISON OFFICER FUNCTIONS AND ROLES

“During Operation Just Cause, I had good, competent liaison officers; not just to keep me informed of what their respective units were doing but to convey to their units how the battle was going. They are crucial to success, and you have to pick your best people. They have to have the moxie to stand up in front of a two or four star general and brief him what their commander is thinking, their unit’s capabilities, and make recommendations.”

**Lieutenant General C. W. Stiner
Commander, Joint Task Force South
Operation Just Cause**

1. Background

a. Liaison is the contact or intercommunication maintained between elements of military forces or other agencies to ensure mutual understanding and unity of purpose and action. Liaison acts to reduce the inevitable friction between units through direct communications. Exchanging liaison officers (LNOs) is the most commonly employed technique for establishing and maintaining close, continuous, and physical communication between commands.

b. It should be noted that the North Atlantic Treaty Organization (NATO) has an agreement for establishing liaison (NATO Standardization Agreement [STANAG] 2101). The aim of the agreement is to “standardize liaison procedures among NATO forces participating in combined and/or joint land, maritime, and amphibious operations.” Participating nations have agreed to use the guidelines described in the STANAG when providing and receiving LNOs. The scope of the STANAG covers principles; selection and military grade of liaison personnel; procedures; communications; and administrative support. The STANAG also provides an example checklist for LNOs.

c. LNOs are typically exchanged between higher, lower, and adjacent units. The exchange of LNOs between United States (US) and coalition military organizations should be reciprocal. Additionally, LNOs may be provided from and to government agencies, nongovernmental organizations (NGOs), international organizations (IO), or private voluntary organizations (PVOs). Appendix A lists organizations that may provide LNOs. *The primary focus of this publication is LNO exchange from a component to a joint task force (JTF) staff.*

2. Organization

Command relationships established by the commander, joint task force (CJTF), along with support the CJTF believes necessary for mission accomplishment, determine LNO requirements. Wargaming and synchronization/execution matrices are excellent tools to assist the commander in identifying special liaison requirements or modifying LNO assignments throughout the operation.

a. The JTF commander has several options available when organizing forces. The JTF commander may decide to

organize by service component, functional component, subordinate JTFs, or by a combination of these methods. Figure I-1 depicts the various organizational options available. Regardless of the organization

method employed, the JTF will always include service components that are responsible for the training, equipping, and administration of their respective forces assigned to the JTF.

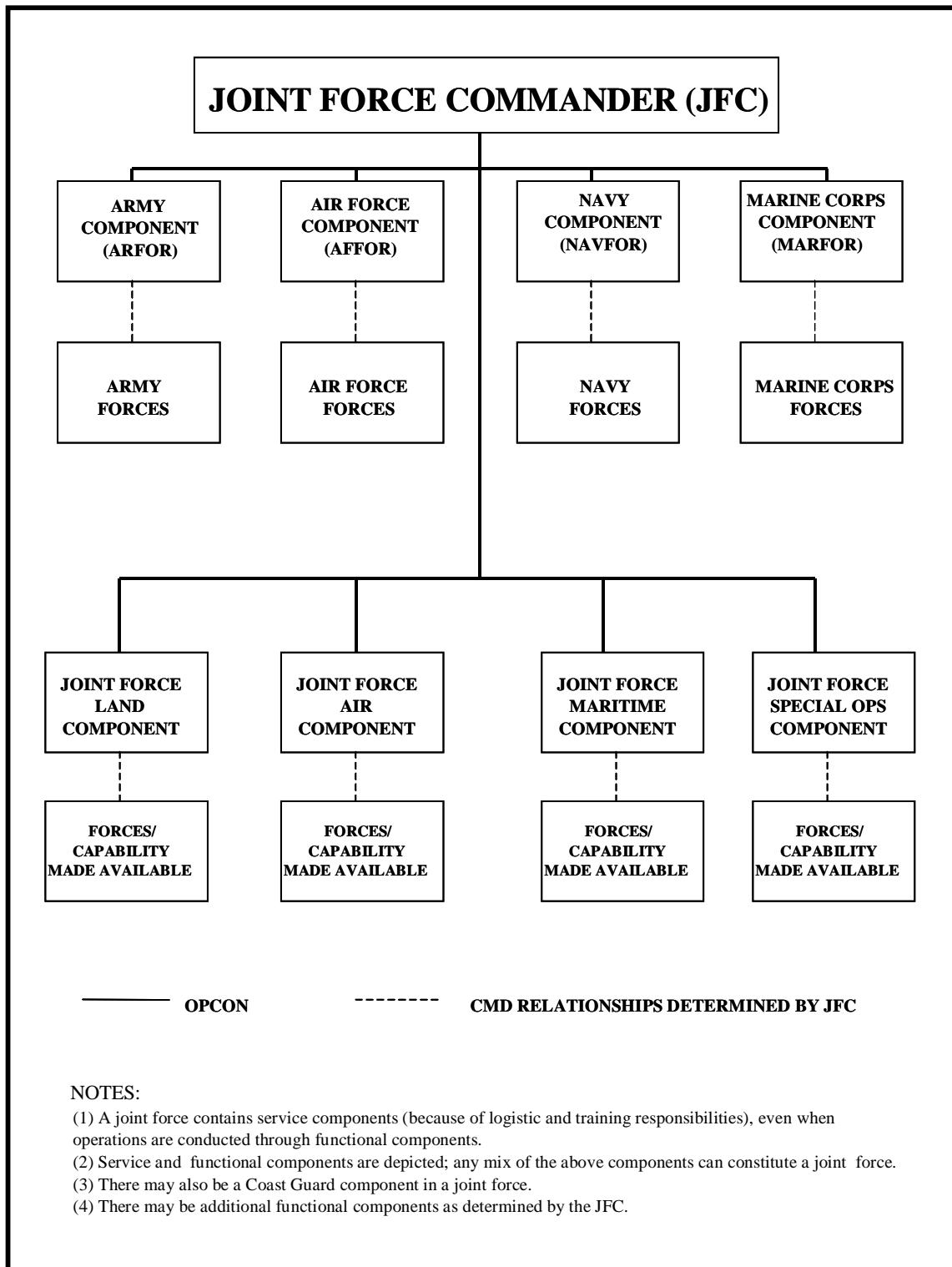


Figure I-1. Possible Components in a Joint Force

b. If the JTF commander decides to organize by functional components (for example, joint force land component commander [JFLCC], joint force air component commander [JFACC], joint force maritime component commander [JFMCC]), the JTF commander will determine whether to exchange LNOs with *both* the service and functional headquarters. Additionally, the option exists for the functional component headquarters to perform the service component role. For example, 8th Air Force may perform the JFACC and AFFOR responsibilities. In this example, despite the fact that the same headquarters is performing both roles, the responsibilities are distinct and better represented by separate LNOs.

c. Another functional option available to the JTF commander is to organize ground forces consisting of Army and Marine units under a JFLCC. In this option, the JTF commander may desire a single liaison team to represent the issues and concerns of the JFLCC as a total force. In this case, one liaison technique is to include both an Army and Marine officer on the liaison team. The JFLCC will designate a "senior" LNO from the team to be the official spokesperson for the JFLCC. These LNOs must be capable of representing the JFLCC as a single force and addressing particular questions unique to their individual service. In this example, the combined Army and Marine representation of the JFLCC functional component does not obviate the need for service component liaison representation to address the training, administration, and logistics issues of the service component commander.

3. LNO Functions

LNOs, whether individually or in teams, perform several critical functions that are consistent across the full range of military operations. The extent that these functions are performed is dependent on the mission and the charter established by the sending

organization commander they represent. A successful LNO performs four basic functions: *monitor, coordinate, advise, and assist*.

a. Monitor. The LNO must monitor the operations of both the JTF and the sending organization and understand how each affects the other. As a minimum, the LNO must know the current situation and planned operations, understand pertinent staff issues, and be sensitive to parent commanders and the JTF commander's desires. Additionally, to lend insight to the sending commander, the LNO must monitor the "operating styles" of the JTF commander and staff. These observations help the LNO maintain a smooth working relationship between the sending organization and the JTF headquarters. The LNO must possess the training and experience to understand the JTF staff process. LNOs must routinely assess where they need to be during the daily operations cycle in order to stay abreast of the current situation and keep the sending organization headquarters fully informed.

b. Coordinate.

(1) The LNO facilitates synchronization of current operations/future plans between the sending organization and the JTF. The LNO does this through coordination with other LNOs, members of the JTF staff, and the parent command. LNOs should routinely meet with staff officers and commanders in the JTF headquarters and readily know how to contact them. To enhance the communication process, the LNO can gather copies of JTF standing operating procedures (SOP), organizational charts, and report formats and send these to the LNO's parent command. Likewise, the LNO can provide parent command SOPs, organizational charts, intelligence products, and other useful information to the JTF. Coordination between staffs alleviates problems before they become elevated to command channels. The LNO must anticipate JTF

information requirements. LNOs can provide advanced warning of JTF information requirements to allow for maximum lead-time available to prepare products. In some cases, LNOs can provide the required information from sources already available, thus reducing the demands and tasks communicated to their parent commands. To further assist the information flow between commands, the LNO should review message addressees and distribution lists to ensure the proper routing of official correspondence between commands.

(2) An LNO is an important catalyst, facilitating effective coordination between staffs. However, it's important to realize that an LNO's work is not a substitute for proper JTF-component staff interaction. Staff-to-staff coordination will always be essential at all levels to ensure unity of effort. Similarly, established command and control procedures (such as fragmentation orders [FRAGOs], warning orders [WARNORD], and alert orders [ALERTORD]) are the proper method for communicating specific orders and taskings.

c. Advise. The LNO is the JTF's expert on the sending organization's capabilities and limitations. The LNO must be available to answer questions from the JTF staff and other units. As such, the LNO advises the JTF commander and staff on the optimum employment of the sending organization's capabilities. Simultaneously, the LNO advises the sending commander on any JTF headquarters issues. The LNOs must always remember they only have authority to make decisions that the sending organization commander authorizes. LNOs must exercise caution to ensure that they do not obligate the sending organization to taskings that are beyond the specified charter or should be forwarded through normal command and control (C2) channels.

d. Assist. The LNOs must assist on two levels. First, they must act as the conduit

between their command and the JTF. Second, by integrating themselves into the JTF as a participant in the JTF daily operations cycle (the daily briefings/meetings sequence, sometimes referred to as the "battle rhythm"), the LNOs can answer questions from various groups (Joint Targeting Coordination Board [JTCB], joint planning group [JPG], command group, etc.) to ensure that those groups make informed decisions. The LNOs facilitate the submission of required reports from their unit to the JTF.

4. Liaison Roles

LNOs are the personal and official representative of the sending organization commander and should be authorized direct face-to-face liaison with the JTF commander. As such, LNOs require the special confidence of the sending organization and the JTF commanders. LNOs supporting a JTF headquarters can provide a conduit of critical information to the entire JTF staff. While it is important that the LNO is recognized as having the ability to provide this wealth of information to the staff, it is more important to understand that the LNO's chain of command is different from that of augmentees to the JTF staff. LNOs remain in the chain of command of the sending organization.

a. The four broad LNO functions (monitor, coordinate, advise, and assist) encompass activities that take place in many of the staff directorates, agencies, boards, and cells that may be stood up within the JTF headquarters. Because of their broad functions, it is frequently assumed that LNOs fill a staff role within the JTF headquarters that is more appropriately filled by augmentees in the capacity of full-time planners or watch officers within the joint operations center (JOC) or other staff directorates. This is not to imply that LNOs are removed from the planning process or actions within the JOC. Common misconceptions about LNO

functions are summarized in the following paragraphs:

(1) *LNOs are not augmentees.*

Augmentees are individuals assigned to a specific billet with various staff directorates, agencies, boards, or cells that require specific skills or subject matter expertise as identified by military occupational specialty (MOS) and pay grade. Augmentees work for and fall within the chain of command of a particular staff directorate within the JTF staff.

(2) *LNOs are not full-time planners.*

LNOs are often identified as “on-call” representatives to the JPG and called for when specific component or subject matter input is required. Planning, however, is just one subset of the four functions performed by LNOs and should not dominate the LNO’s time or preclude accomplishment of other LNO functions. Early in the forming process, planning may be the focus of effort within the JTF headquarters and may not unreasonably distract LNOs from performing their other functions. However, once in the execution phase, the LNO must retain the flexibility and freedom of action to accomplish other functions. The LNO should not fill a staff billet better filled by a full-time planner. If the JPG or other staff directorate identifies the need for a full-time component, agency, or subject matter planner, that requirement should be identified separately within the JTF manning document.

(3) *LNOs are not watch officers.*

LNOs are frequently assigned a workspace within the JOC. The JOC is the logical location for LNOs to monitor the execution of JTF operations and coordinate with the numerous other functional area representatives. The JOC provides a convenient area to obtain and disseminate the vast amount of critical information needed to be passed between the sending organization and the JTF staff. However the LNO should not be expected to fulfill the responsibilities of a full-time watch

officer within the JOC. For example, the Marine Corps forces (MARFOR) LNO should not be dual-hatted as the full-time amphibious operations watch officer, if such a billet is required. Although the LNO may use the JOC as the base of operations, LNO functions require an LNO presence in many locations throughout the JTF headquarters.

(4) *LNOs are not a substitute for transporting critical information through normal C2 channels.* The fact that the LNOs have relayed information to their respective organizations does not relinquish the JTF staff of the responsibility to promulgate the same information via normal and more formal C2 means. For example, the Operations Directorate (J-3) tells the LNO that the commencement time for a particular phase of an operation is changing. The LNO in turn relays that information to the parent organization. The J-3 still has the responsibility to publish a timely FRAGO to formally disseminate that same information.

(5) *LNOs are not a replacement for proper staff to staff coordination.* As an example, if the JTF J-3 wants to ensure coordinating instructions in a recently released FRAGO are clearly understood by a particular organization, then the J-3 should communicate directly with the operations officer or equivalent staff principal of that unit, rather than using the LNO as a middle man to relay the expectations and interpretations of the two staffs.

(6) *LNOs are not a replacement for augmentees or representatives.*

(a) *Liaisons represent the sending organization’s capabilities, plans, and concerns and normally remain at the receiving headquarters.* Because the LNO represents the sending commander, the LNO must understand how that commander thinks; interpret the commander’s

messages; convey the commander's vision; intent, mission, concept of operations, and guidance; and represent the commander's positions. Liaisons are employed between higher, lower, and adjacent formations.

(b) Augmentees work for the receiving commander or staff and usually fill a requirement of the gaining organization. They are externally sourced and provide an indirect link to their sending organization. They have no command decision-making authority for the sending unit.

(c) Representatives work for the sending organization and provide short-term, as required input into the planning process. They are a direct link to the sending unit commander and have limited decision-making authority for the sending unit. Representatives are expected to be subject matter experts for the function they represent.

b. The command role of the LNO is an essential bridge of C2 between headquarters. LNOs are not a substitute for normal C2 channels—they enhance the C2 process between headquarters. LNOs are not a substitute for normal staff coordination—they facilitate effective coordination. The LNO can significantly enhance communications between sending and receiving organizations if the command role that the LNO assumes is clearly understood by the commanders and staffs of both organizations.

5. Advantages of LNOs

When the LNO performs functions correctly, the JTF commander and the sending organization commander realize the following advantages:

a. *LNOs facilitate effective communications.* The classic LNO role is to represent the sending organization commander at the JTF headquarters. Also, resourceful LNOs

provide valuable liaison between individual members of the JTF and sending organization staffs. From the simplest actions of identifying a sending organization's point of contact (POC) to briefing the JTF staff on a component operation, a well prepared LNO makes things happen.

b. *LNOs gain valuable insights.* Even in today's high tech communications culture of direct, point-to-point communications and video teleconferencing (VTC), a perceptive LNO is a valuable asset for the sending organization commander and JTF staff. The dynamics of human communication is not limited to voice and video. Oftentimes, the true slant on issues is more clearly identified in sidebar comments or in body language that does not come across on the VTC cameras.

c. *LNOs influence JTF staff planning and execution.* An aggressive and capable LNO ensures sending organization's direct involvement in relevant JTF activities at the highest levels. Involvement ensures that a unit is neither overtasked nor underutilized. When clearly articulated by a skilled LNO, the most realistic and optimum uses of a sending organization's resources are brought to the table at the earliest planning stages. As the operation continues, dedicated LNO participation in the various JTF boards and agencies ensures continual sending organization involvement in JTF planning and execution.

d. *LNOs often serve an essential political function.* As a norm, the sensitive political realities of coalition warfare require that LNOs be exchanged between headquarters. Regardless of the perceived operational need, LNOs provide credible evidence of national/coalition resolve in supporting JTF objectives. In many cases, such as during the Gulf War, the LNOs were paramount in keeping a fragile coalition together.

6. Common Pitfalls

Common pitfalls associated with LNO functions and manpower constraints can have negative implications. Some often-repeated examples include—

- a. *LNO positions involve manpower costs.* Staff drawdowns and personnel turnovers are a continual concern for commanders at all levels. LNO teams add but one more requirement to competing demands for highly trained and competent individuals. Too often the same types of individuals a commander needs to supervise essential operations and planning wind up being the same individuals best qualified for LNO duty. Commander involvement in prioritizing staff manpower utilization is essential.
- b. *Sending the wrong LNO is generally counterproductive.* When an LNO lacks the essential mix of experience, rank, communicative skills, leadership, and

attitude, the results can be detrimental to both commands. Ultimately, an LNO must accomplish the mission without interfering in the normal operation of the receiving headquarters. Again, commander involvement is the key to ensuring that a competent “ambassador” is identified to represent the sending organization.

- c. *The size of the LNO team must fit the needs.* Given competing demands for manpower in the JTF and sending organization staffs, the general temptation is to send a small LNO team. Unfortunately, LNO teams that are not adequately manned to meet mission demands or conduct sustained 24-hour operations are ineffective. High workloads inevitably lead to diminished productivity and costly errors that affect mission accomplishment. Conversely, an LNO team that is too large can place undue demands on available JTF headquarters’ workspace, communications infrastructure, and other support functions.

Chapter II

RECEIVING UNIT RESPONSIBILITIES

1. Background

The previous chapter introduced the functions and roles of LNOs. This chapter's purpose is to recommend receiving command responsibilities for LNO selection and integration. The actions required are presented chronologically.

2. Determining LNO Requirements

The receiving unit should first identify and define requirements for LNOs/teams.

a. Defining LNO Requirements. There may be specific requirements or desires for an LNO or liaison team that might include—

(1) Rank. The receiving unit may specify the rank desired based upon the rank structure of the receiving unit or multinational force (MNF) headquarters or the level of responsibility and decision-making capability expected by the receiving commander.

(2) Service. If appropriate, the receiving unit may specify the service desired based upon the structure of the receiving unit or MNF headquarters.

(3) Weapon System Specialty. A specific military operating specialty or weapon system expert may be specified. For example, if the receiving unit is planning to conduct an air assault forced entry, the receiving unit headquarters might request an LNO who is an assault helicopter pilot.

(4) Experience. Specific experience within a specialty may be desired. For example, if the receiving unit plans to conduct an airborne assault forced entry,

an LNO with prior JTF or theater experience or an airborne qualified LNO may be required.

NOTE: The LNO represents the sending organization and should not be construed as only a ready source of tactical level information for the JTF. Although a weapon system specialty or specific operational experience might be helpful, and should certainly be considered, the sending organization should send their best overall representative.

b. Unique Administrative Requirements. There may be unique administrative requirements identified by the receiving unit. If the sending unit is unable to comply with specific requirements due to time or resource constraints, they should notify the receiving unit as soon as possible (ASAP). Some of these may be "no-go" criteria.

(1) Medical. Any unusual or unique medical requirements should be specified. These might include—

(a) Immunizations. Immunizations above those normally required for the receiving unit location (especially important if the receiving unit is planning to move forward or change locations during the operation).

(b) Dental. Dental facilities may not be available and could have a bearing on selection/preparation of the LNO assigned to the receiving unit.

(2) Training Requirements. Any unusual or unique training requirements should be identified and specified in receiving unit's joining instruction message (see Appendix C). These might include—

(a) Force protection, land mine awareness, weapons qualification/familiarization, Global Command and Control System (GCCS), time-phased force and deployment data (TPFDD), customs and courtesies, etc.

(b) In a multinational environment, awareness of host-nation military structure and religious/ethnic/cultural sensitivities are important.

(3) Passport/Visa. Some locations may require passport and visa requirements even with the existence of status of forces agreements (SOFAs). If so, it must be specified and include which type is acceptable (official/civilian) before LNO deployment.

(4) Country Clearances. Country clearances (found in the Department of Defense (DOD) Foreign Clearance Guide) are a routine staff action but continue to be a source of friction. In order to expedite the process, ensure country clearance requirements and procedures are promulgated to the sending command.

(5) Interpreter Requirements. Language skills and the requirements for interpreters are key needs in the multinational environment. Early identification of these requirements and resolving LNO sourcing responsibility will avoid later surprises and confusion.

c. Uniform/Equipment Requirements. Geographic locations, weather conditions, and receiving unit headquarters/support facilities may dictate that LNOs bring specific personal and duty related gear. If so, these requirements need to be negotiated between the gaining and sending commands and should be designated in joining instructions (see Appendix B). This may include—

(1) Individual Equipment (CTA-50/mobility gear/deuce gear, individual weapon, etc.). LNOs may be required to

deploy with individual equipment to include weapon, chemical protective gear, or other mobility equipment. Conversely, if deploying to an embarked headquarters, there may not be a requirement for certain equipment and there might not be room to store it.

(2) Communications (COMM)/Automated Data Processing (ADP) Support (laptop computers, radios, secure telephone unit [STU-III], satellite communications [SATCOM], facsimile [FAX], modem, etc.). The receiving unit should specify what communications and automated data processing equipment will be available for use by the LNO. This allows the sending organization to tailor the COMM/ADP package it sends forward. Additionally, any limitation such as bandwidth for VTCs, etc., should be made known up front.

(3) Compatibility of Equipment/Software. The receiving unit should notify the sending unit of hardware/software protocols and standards.

(4) Basic Supplies (office, personal hygiene). The receiving unit should notify the sending unit of the availability (or not) of basic supplies.

d. Security Clearance Requirements. Top secret/sensitive compartmented information (TS/SCI) clearances may be required but are not the norm in many sending units. Receiving units must identify security clearance requirements to all sending commands.

3. Submission of LNO Request

LNO manning is normally coordinated by the theater commander's Manpower and Personnel Directorate (J-1). The JTF headquarters will submit a consolidated manning document, usually in spreadsheet format, that articulates the LNO requirements discussed in paragraph 2. It is essential that this document be specific in its content. After the command is

identified by the theater commander J-1 that is to supply the LNO, it is recommended that for LNOs needing specific qualifications, the J-1/G-1/N-1 of the supplying activity be contacted to articulate those requirements. If direct liaison is authorized, a message detailing the requirements should be sent to each component supplying LNOs.

4. Support Requirements

The receiving organization should plan to fully integrate the LNOs/LNO teams.

a. **Billeting/Messing Requirements.** Ensure billeting and messing arrangements are made for the LNOs/LNO teams.

b. **Manpower Limitations.** Clearly identify any existing manning limitations to the sending unit. For example, some United States Navy (USN) vessels have limited female berthing or there may be limited workspace available.

c. **Dedicate Workspaces for LNO Teams.** Ensure sufficient workspaces are provided for the LNOs/LNO teams. Considerations include—centrally locating the LNOs versus dispersing them into specific receiving unit staff sections; sufficient space for the number of LNO personnel; access to adequate COMM/ADP/telephones/administrative supplies.

d. **Provide Administrative/Service Support.** Ensure LNOs/LNO teams have access to normal administrative support and services to include—

- (1) Postal.
- (2) Legal.
- (3) Chaplain.
- (4) Security.
- (5) Exchange/Commissary.
- (6) Finance.

(7) Medical/Dental.

(8) Morale, Welfare, and Recreation (MWR).

e. **Provide Publications/Documents for LNOs.** Ensure LNOs/LNO teams have access to sufficient publications/documents to accomplish their mission. For example:

(1) Maps.

(2) Receiving unit SOPs.

(3) COMSEC to include receiving unit communications-electronics operating instructions (CEOIs).

(4) Doctrinal publications/reference materials.

(5) Forms.

(6) JTF phone book.

(7) Building/area map.

(8) JTF command wiring diagram (with names and office symbols).

f. **Equipment for Follow-on Movements/Deployments.** Ensure the LNOs/LNO teams are adequately equipped for any follow-on movement or forward deployment of the receiving unit headquarters.

5. Communications

The receiving unit should ensure that the LNOs/LNO teams have access to adequate communications facilities/equipment to accomplish their mission.

a. **Establish Communications Requirements.** The receiving unit should plan for LNO communications requirements and include these requirements in the overall receiving unit communication plan.

b. **Provide Communications Capability.** If possible, the receiving unit should

provide the LNOs with adequate communications facilities and equipment to fulfill sending unit commander reporting requirements. The receiving unit should identify shortfalls in a timely fashion to enable the LNO to deploy with sufficient equipment to accomplish the mission. If the LNO is from a non-US military organization, there may be a requirement to install nonstandard communication equipment in the receiving unit headquarters. Provide arriving LNOs a layout of the available JTF communications network.

c. Establish Communication Connectivity with Sending Unit. Upon arrival, assist the LNO in establishing communications with the sending unit.

d. Establish GCCS Access. If possible and appropriate, ensure the LNO has dedicated access to GCCS.

e. Establish Joint Worldwide Intelligence Communications System (JWICS) Access. If possible and appropriate, ensure the LNO has JWICS access.

f. Establish Communications Identifiers. Ensure the LNO is fully integrated into the receiving unit communication plan to include—

(1) Office symbols appropriate and adequate for the LNOs/LNO teams.

(2) Message plain language address directory (PLADs) if required.

(3) Phone numbers to include publishing LNO phone numbers in the receiving unit headquarters telephone directory.

(4) Electronic-mail (e-mail) accounts for all LNOs should be established and basic operating instructions on any receiving unit e-mail system should be provided.

6. Joining Instructions

The receiving unit must specify where and when the LNOs can report and provide basic details on administrative or training requirements. It should include as a minimum the following (Appendix C provides a sample joining instructions message):

a. Reporting Time. The receiving command should tell sending units the earliest time LNOs may report. Actual reporting time can be identified by any mutually agreed method. Some of the more common times include—by phase of the operation, on a specific date/time, or when a certain critical event occurs.

b. Reporting Location. The receiving command should tell the sending unit where to send their LNOs. This might be a specific geographic location, a street address, a specific port of debarkation, a railhead/train station, geocoords, or merely the name of the headquarters, if commonly known.

c. Unique Administrative/Training Requirements. The receiving command should delineate unique or unusual administrative/training requirements. These might include any of the items discussed above.

7. Reception and Staff Integration

Absolutely critical to the successful reception and integration of LNOs into the JTF headquarters is identifying a single staff POC. This staff POC should ensure LNOs understand the JTF's operating procedures and the JFC's expectations of LNOs. Additionally, this single staff POC should have a plan to quickly assimilate the LNOs into the JTF headquarters. A recommended staff POC is the chief of staff (COS). The special role and functions performed by LNOs, as well as the access they require to the JFC, require the visibility and oversight of someone in the

command group. The COS is normally the single best POC to ensure the LNOs are integrated into the staff and have the access they need to perform their functions. The reception/integration plan should include the following:

a. Situation Update. Brief arriving LNOs on the current receiving unit situation and mission with particular emphasis on any changes since the LNO's departure from the sending unit.

b. Conduct Necessary Unit/Individual Training. Although it is the LNO's responsibility to complete all required/desired unit or individual training (for example, marksmanship, communications familiarization) before departing from the parent organization, sometimes that training is not available due to scheduling or time constraints. If it is critical to the success of the LNO, specified training should be provided ASAP by the receiving organization.

c. Issue/Train on Equipment. Issue any required individual equipment that may be unique to the operational environment the LNO may be working in (for example, emergency escape breathing device, life preserver, etc.). Additionally, the JTF should provide training on any technical equipment that will be used to facilitate the interaction between the LNOs and their sending unit such as the common operational modeling, planning, and simulation strategy (COMPASS).

d. Command Orientation. LNOs should be given an orientation of the receiving command facility/location. On several occasions, this has been very effectively done by a videotape orientation followed by a walking tour. Subject areas might include—

(1) Headquarters Area. A general overview of the headquarters.

(2) Billeting/Housing Area. Where the LNO will be quartered.

(3) Messing Area. Where the LNO will be fed and the meal times.

(4) Medical/Dental Facilities.

(5) Transportation Arrangements.

(6) Security.

(7) Communications Facilities/Capabilities at the JTF.

e. Establish Access to Key Groups. Ensure the LNOs have access to the receiving unit's key command and staff groups. An in-brief with the receiving unit commander may be appropriate. Quickly establish the role of the LNO as a key information conduit and facilitator. Ensure that the command relationship/chain of command between the LNO, the receiving unit, and the sending unit is clearly understood by all concerned.

f. Identify Briefings/Meetings LNO Should Attend. Inform the LNO of the receiving unit daily operational schedule to facilitate the LNO's ability to gather and disseminate information. In addition, JTF staff planners need to be sensitive to LNO workloads when developing the operations rhythm. In most cases, LNOs will be the "critical path" in synchronizing staff briefings/meetings at the headquarters. It is very easy for individual staff sections to schedule conflicting events that require LNO participation. Ensure the LNOs know which meetings, boards, and cells they are expected to participate in (for example, JPG, JTBC, VTCs, etc.).

g. LNO Briefing Requirements. Inform the LNO of any requirement to speak at meetings or briefings. Generally, preparation and presentation of detailed briefings go beyond the scope of the LNO's mission. An exception would be a detailed briefing concerning the capabilities and limitations of the LNO's parent organization. If essential and agreed upon, the receiving unit should be prepared to

assist the LNO with preparation of any formal briefing (briefing slides, point papers, etc.).

h. Identify and Facilitate Information Reporting Procedures. Identify the timing of any required reports to and from the LNO. Assist the LNO in executing any reporting requirements of the sending command.

i. Include LNOs in Planning Process. Ensure the LNOs are used to represent their sending organization during the collaborative planning process. Recognize that, due to the variety and range of his duties, it will be unlikely that the LNO participate full-time in such organizations as the JPG.

SENDING ORGANIZATION RESPONSIBILITIES AND CONSIDERATIONS

"If you can fill these positions with proper officers . . . you might hope to have the finest Army (force) in the world."

General Robert E. Lee, 1863

1. Background

This chapter discusses the sending organization's responsibilities and actions for an LNO/LNO team.

2. Defining the LNO Mission

a. Responsibilities.

(1) Chapter I listed broad LNO functions and roles. The sending organization reviews those functions and roles to determine if they are sufficient and then modifies them as necessary. The sending command briefs the LNO on specific responsibilities and may formalize them in writing.

(2) Any decision-making authority granted to the LNO by the sending command should be specified. It may be useful to document any decision-making authority in writing with a copy furnished to the receiving command.

b. LNO Team Size and Grade Structure.

(1) The size of the LNO team may vary from 1 person to more than 10. The mission will drive staffing requirements; however, other factors involved are—

(a) What are the critical warfighting functions the LNO team will need to be involved in and cognizant of?

(b) Does the receiving command have berthing/billeting limitations?

(c) Does the receiving command have workspace limitations?

(d) Does the daily operations cycle of the receiving command require the LNO to attend multiple meetings simultaneously?

(e) Will the LNO position require 24-hour representation?

(f) Will the LNO need support staffing not provided by the receiving command (ADP, communications technicians, administrative assistants)?

(g) Are interpreters or language skills required?

(2) While grade structure of the LNO/LNO team is normally determined by the sending organization, the senior LNO must be senior enough to effectively deal with the JTF headquarters staff principals. For most JTFs this is typically an O-6 or O-5. One technique is to select the senior LNO equivalent in rank to the receiving unit's G/J-3 or operations officer. It should be noted that it is possible for the LNO to be too senior (for example, an officer of flag rank might potentially disrupt staff interaction). More important than seniority, however, is the combination of experience and the special trust and confidence the sending commander has in

the LNO. The other consideration in this regard is in coalition operations. To gain the access to the commander and principal staff of allied countries may require a more senior officer than would normally be considered as necessary in strictly US operations. In these situations, seniority takes on more significance when assigning LNOs.

(3) Coordination between the sending and receiving commands is essential to ensure the LNO/LNO team is the right size, right seniority, and capable of accomplishing the LNO mission.

c. Timing.

(1) When to send the LNO is a function of several factors—

(a) Is the LNO needed in the initial or crisis action planning phase?

(b) Will the entire LNO team be needed through each phase of the operation?

(c) When can the receiving command support the arrival of the LNO?

(2) As a general rule, the sooner the LNO/LNO team can be sent the better. This may allow familiarization with the receiving command before critical operations occur. The timing decision reflects a conscious tradeoff between a better prepared LNO and one that arrives at the receiving organization's headquarters early enough to impact the planning/execution process and to facilitate information flow.

d. Where to Send LNOs.

Although this publication primarily discusses sending LNOs from the components to the JTF staff, the concepts also apply to the exchange of LNOs between components. During the planning phase of an operation, normally during the synchronization of wargaming process, liaison requirements between components

and coalition partners will become more self-evident. Generally, a supporting commander should position an LNO at the headquarters of a supported commander.

3. LNO Selection Consideration

a. Personal Skills. To increase an LNO's effectiveness, the following personal traits are desirable:

(1) Accomplished briefer—comfortable/experienced briefing flag/general officers.

(2) Tactful in conveying reservations or concerns from parent organization.

(3) Excellent interpersonal skills.

(4) Proactive in staff interaction.

(5) "Team Player"—capable of maintaining parent unit perspective while simultaneously integrating into the JTF staff.

(6) Straightforward and honest when conveying information between parent and receiving headquarters.

b. Command/Commander Familiarization. The LNO should be intimately familiar with the sending organization. As the commander's representative, the LNO should have an awareness of the commander's thought process (this capability is usually derived from routine access to the commander) and completely comprehend the commander's intent. Additionally, an LNO must be familiar with the sending command's organization and standard operating procedures in order to streamline communications procedures and expeditiously solve problems.

c. Joint Operational Experience. Although not an absolute requirement, LNOs in a JTF/MNF setting who have prior joint/combined experience are normally more effective.

d. Administrative Requirements. The sending component must ensure selected LNOs—

(1) Possess proper security clearance required at receiving organization.

(2) Meet medical and immunization requirements for travel to the geographic location of the receiving organization.

(3) Obtain passport and country clearances to meet travel requirements specified by the receiving organization.

e. Special Qualifications.

(1) To be more effective, an LNO sent to a unit of another nation may require skills in the receiving unit's language. If an LNO with the requisite language skill is not available, an interpreter may be required. Sourcing of this interpreter should be addressed early and clearly understood between sending and receiving organizations.

(2) Other special skills could include, but are not limited to, parachutist qualification, special weapons qualification, physician, etc.

4. Preparing and Training the LNO

a. Training Timelines.

Each component command must anticipate the requirement to provide an LNO/LNO team to a potential JTF commander. Preparing and training LNOs must be viewed as a long-term investment to ensure mission success in the event of a contingency. Two distinct training timelines exist: long lead-time and short lead-time.

(1) Long lead-time training consists of formal professional military education courses supplemented by active participation in JTF exercises. See Appendix D for a list of formal schools and exercises available for LNO development.

(2) Short lead-time preparation starts when the sending organization receives notice that contingency planning

has started at the receiving organization. (The LNOs will typically participate as a component staff member during the initial or crisis action phase of planning before deployment.) Early and active participation by the LNO during contingency planning enables the LNO to understand the component commander's thought process; learn and understand problems or challenges of the staff functional areas; and provides the LNO a broad base of current experience before assuming the LNO position at the JTF headquarters/receiving command. A successful LNO must thoroughly understand the issues and challenges facing the commander and be able to successfully represent the commander to the receiving headquarters' commander and staff. Careful selection and training of the LNO are in the best interests of the sending unit commander.

b. Predeployment Preparation.

The LNO/LNO team may be required to be listed in the TPFDD or integrated into the receiving unit's deployment plan. Predeployment medical/dental screening is generally required, to include medical prophylaxis treatments (immunizations, malaria prophylactics, etc.). Issue of equipment/weapons and requisite training or qualification on the issued items may be required.

5. LNO Support

a. General.

In most cases, the following requirements will be supported by the receiving organization but the sending organization should ensure that all areas have been addressed before dispatching the LNO/LNO team:

(1) Billeting. This may be a critical consideration particularly when reporting on board ship. Rank and gender of the LNOs should be considered based on limitations specified by the receiving organization.

(2) Rations. Messing procedures/availability should be addressed.

(3) Transportation. Details of both arrival and departure transportation should be addressed.

(4) Follow-on Requirements. Equipment, training, or administrative support initially not anticipated nor required before LNO/LNO team deployment should be negotiated. Examples include uniforms and weapons for unanticipated follow-on movement of the receiving organization.

b. Funding. In most cases funding will be handled by the sending organization. Ensure funding details are clarified in writing when practical.

c. Equipment. It is the responsibility of the sending unit to dispatch the LNO/LNO team with the required organic administrative and communication support. Coordination with the receiving unit can ease the requirements, but as a guideline, the LNOs should consider the following:

(1) Deploying with laptop computer(s) and portable printer(s) is a good idea, as many receiving headquarters may not have equipment in excess of their own requirements. The LNO must ensure the computer software is compatible with both sending and receiving headquarters. Computers and discs should be verified virus free before deployment and anti-virus software installed for periodic scanning and virus removal.

(2) While the receiving headquarters may provide copier and messaging service, this may not be the case if deploying to a multinational or allied headquarters or to a nonmilitary organization. Clarify requirements and availability before deployment.

(3) Access to e-Mail/SECRET Internet Protocol Router Network (SIPRNET)/GCCS may not be available.

(4) Secure telephone capabilities may not be available. Clarify any requirement to deploy with a STU-III.

(5) Secure radio/SATCOM capability may not be available. Again, clarify any requirement for the LNO/LNO team to deploy with organic capability.

(6) Special uniforms, equipment, or weapons may be required. Conversely, such items may not be desired if deploying to an embarked headquarters or to a civilian agency.

(7) Copies of applicable publications, directives, orders, handbooks, formats, and logs should accompany the LNO if their availability at the receiving organization cannot be assured or the items are specific to the sending organization.

d. Coordination is Essential. Nothing can replace close coordination between sending and receiving organizations to validate requirements and clarify expectations.

e. Information Flow. In order to be effective as a command representative, the LNO needs the macro-level picture from the sending organization. Too often the sending organization's staff sends voluminous branch plans, concept of operations (CONOPS), or complex briefings. The heavy detail work should be accomplished by direct staff-to-staff communications. Furthermore, the high workload at the JTF headquarters does not give even the best LNOs time to sift through extensive briefing slides to grasp the most relevant issues. One proven technique is to screen the LNO briefing slides as part of the sending organization commander's daily update.

Chapter IV

LIAISON OFFICER RESPONSIBILITIES

1. Background

Maintaining an effective liaison is the responsibility of all concerned. Previous chapters outlined those responsibilities associated with the cognizant sending and receiving organizations. This chapter addresses the specific responsibilities of the LNOs. The chapter is divided into four major sections: LNO responsibilities before deployment; LNO responsibilities upon arrival at the receiving organization; LNO responsibilities during the actual operation, and finally; LNO responsibilities associated with redeployment.

2. Before Deployment

Before the LNO's arrival at the JTF headquarters, preparation and coordination activities are key to mission success. The LNO must be an integral part of the planning process and fully understand the sending organization commander's intent. Before deployment the LNO should—

a. Completely understand the mission as an LNO, the commander's expectations, specific responsibilities to the sending and receiving organizations, and the command relationship that will exist between the sending and receiving organizations, as well as other major commands participating in the operation.

b. Become familiar with potential issues of your sending command, including specific issues and information requirements from each staff section.

c. Know the current situation of the sending organization to include the sending organization commander's intent, commander's critical information

requirements (CCIR), TPFDD issues, and commander's CONOPS.

d. Make contact with receiving organization headquarters to determine any special requirements to include equipment, operations security (OPSEC) applicable to the mission, arrangements for communications and transportation, credentials for identification, appropriate security clearances/documents, and any peculiar requirements (language, interpreter, customs, etc.) associated with coalition units, if applicable. Receiving unit may or may not publish joining instructions.

e. Understand communications connectivity and software requirements.

f. Become familiar with the capabilities, employment doctrine, and operational procedures of the sending and receiving organizations. Complete detailed information on the operational environment as well as background information on the receiving organization is critical to success.

g. LNOs, if assigned to an allied headquarters, must become familiar with that nation's customs as well as the peculiarities of the allied headquarters. Additionally, when working in a multinational headquarters, the LNO must have clear understanding of alliance or international agreements that govern the participation of allied forces in the operation.

h. Prepare a command specific capabilities/limitations briefing (for example, unit locations, combat readiness factors, personnel strengths, logistics considerations, map overlays, etc.) for

presentation to the JTF commander and JTF staff.

3. Upon Arrival

Upon arrival, the LNO in-processes and verifies the concept of operations with the JTF commander/staff. The LNO integrates with the JTF staff and begins to perform duties as required. Specific responsibilities include—

- a. Reporting to the JTF commander and staff principal who has cognizance over liaison personnel (that is, deputy commander, joint task force [DCJTF], COS, or J-3).
- b. Collecting and reviewing appropriate JTF SOPs.
- c. Quickly establishing rapport with the JTF commander and staff. Identifying and addressing issues between sending and receiving organizations evident upon arrival to appropriate staff directorates.
- d. Reviewing support arrangements.
- e. Identifying necessary daily/special briefings to attend and establishing schedule for reporting information and situation updates between sending and receiving organizations.
- f. Being prepared to brief the JTF commander/staff on the sending organization's capabilities and limitations and present unit locations.
- g. Establishing communications with sending organization and providing reliable primary and alternate phone numbers of where you can be reached 24 hours a day.

4. During Deployment

The LNO must maintain effective rapport with the JTF commander and staff without assuming the perspective of the JTF commander and staff. The successful

LNO will understand the expectations of the sending and receiving organizations, be proactive, and only ask for needed information. Specific responsibilities include—

- a. Determining how sending organization will be employed (for example, mission, unit location, future locations, future operations, commander's intent, etc.) and reporting on all matters within the scope of the mission at hand. In order to carry out this function, the LNO must be kept informed of the parent organization's situation and make that information available to the JTF staff. *Accuracy is critical.* This proactive atmosphere is especially critical for LNOs of attached or supporting units.
- b. Periodically reporting to sending organization, providing any information deemed appropriate (for example, debrief daily meetings attended, summarize JTF planning effort with respect to sending organization, provide recommendations to sending organization, etc.).
- c. Maintaining an accurate journal of all situation reports (SITREPs) submitted, actions taken, and information received from or sent to the sending command.
- d. Reporting immediately to the sending organization if unable to accomplish the liaison mission. If possible, providing a recommendation of how the adverse situation can be rectified.
- e. Ensuring the LNO's location at the JTF headquarters is known at all times. For example, ensuring the JOC duty officer is kept informed of all daily activities.
- f. Representing the sending organization in JTF staff meetings, commander's updates, and intelligence updates. Being prepared to offer recommendations and comments on developing plans or courses of action as they apply to sending or supporting units.

g. Being prepared to brief the current status of sending organization at the JTF commander's daily updates and other appropriate planning group meetings, as required.

h. Maintaining a comprehensive POC listing of both JTF headquarters' staff and other pertinent commands. At a minimum, the POC listing should include the names of key personnel, their positions on the staff, and the best means of making contact.

i. Maintaining continuous situational awareness of the JTF planning and execution cycles in order to ensure the sending organization is properly employed. The LNO must keep abreast of all significant problems experienced by the sending organization that could affect operations of other commands and vice versa. Ensuring this information is conveyed to the appropriate JTF staff personnel and providing recommendations to optimize the employment of the sending organization.

j. Offering clear, concise, and accurate information and recommendations in a timely manner to JTF staff and sending organization. The LNO should always ask—

(1) Does my unit know?

(2) Will we have a need for it?

(3) Is it important to my commander?

(4) Who else needs to know?

(5) Is this an appropriate mission for my unit?

(6) Does it support the overall plan?

(7) Is it operationally feasible for my unit?

(8) Are the required resources available to execute?

5. Redeployment

At the completion of the liaison tour, the LNO will be expected to execute the following responsibilities:

a. Prepare equipment and other items for shipment, ensuring all classified material is properly destroyed or transferred to the sending organization. Complete the appropriate JTF checkout procedure. If the LNO is being replaced, schedule appropriate in-briefs for the incoming LNO and ensure a comprehensive turnover package is prepared and delivered.

b. Outbrief with JTF commander and other members of the headquarters staff as appropriate. This outbrief should include, but not be limited to, evaluation of LNO's employment during the deployment period; feedback on the flow of information, both into and out of the organization; self-evaluation of LNO's contribution to the JTF staff and identification of any remaining, unresolved issues or sending organization's requirements.

c. Construct an in-depth after-action report (AAR) that summarizes the deployment regarding the LNO's responsibilities that were previously noted. This report should also contain a comprehensive listing of deployment lessons learned. The LNO is also responsible to interface with the JTF COS to develop specific lessons learned that are inputted into the joint after-action report (JAAR) for the exercise or operation.

d. Report to sending commander upon return and backbrief on complete LNO mission. The LNO should promptly transmit any requests from the JTF commander and forward the AAR for review.

Appendix A

LIAISON OFFICER ENCYCLOPEDIA

1. Background

This appendix provides a listing and brief explanation of the organizations that may exchange LNOs. Also, references are provided from which greater detail may be obtained.

2. LNOs to JTF Headquarters from US Military Organizations

The following organizations may provide LNOs to a JTF headquarters:

- a. Army Forces (ARFOR) - Service component command consisting of US Army forces. See Joint Pub 3-33, *Joint Force Capabilities*.
- b. Marine Corps Forces (MARFOR) - Service component command consisting of US Marine Corps forces. See Joint Pub 3-33.
- c. Air Force Forces (AFFOR) - Service component command consisting of US Air Force forces. See Joint Pub 3-33.
- d. Navy Forces (NAVFOR) - Service component command consisting of US Navy forces. See Joint Pub 3-33.
- e. Coast Guard Forces (CGFOR) - Service component command consisting of US Coast Guard forces. See Joint Pub 3-33.
- f. Joint Force Air Component Commander (JFACC) - Functional component command that may be appointed by the JTF commander to plan, direct, and control joint air operations. See Joint Pub 3-56.1, *Command and Control for Joint Air Operations*.
- g. Joint Force Land Component Commander (JFLCC) - Functional component command that may be appointed by the JTF commander to plan, direct, and control joint land operations. See Joint Pub 3-0, *Doctrine for Joint Operations*.
- h. Joint Force Maritime Component Commander (JFMCC) - Functional component command that may be appointed by the JTF commander to plan, direct, and control joint maritime operations. See Joint Pub 3-0.
- i. Joint Special Operations Task Force (JSOTF) - A joint task force composed of special operations units from more than one service formed to carry out a specific special operation or prosecute special operations in support of a theater campaign or other operations. The joint special operations task force may have conventional nonspecial operations units assigned or attached to support the conduct of specific missions.
- j. Joint Force Special Operations Component Commander (JFSOCC) - The JFSOCC may provide a special operations command and control element (SOCCE) to integrate special operations—less psychological operations and civil affairs—with land or maritime operations. See Joint Pub 3-05, *Doctrine for Joint Special Operations*.

k. Joint Psychological Operations Task Force (JPOTF) - A JPOTF is composed of psychological operations (PSYOP) units which may be formed to coordinate the operations of PSYOP units from more than one service. See Joint Pub 3-53, *Doctrine for Joint Psychological Operations*.

l. Joint Civil-Military Operations Task Force (JCMOTF) - A JCMOTF is composed of civilian and military elements from more than one service or US agency formed to perform civil-military operations in support of a JTF. See Joint Pub 3-07.6, *JTTP for Foreign Humanitarian Assistance*, and Joint Pub 3-57, *Doctrine for Joint Civil Affairs*.

m. Civil Military Operations Center (CMOC) - To integrate and harmonize the various political, humanitarian, and military aspects of a mission, the JTF commander may establish a CMOC. Supported largely by the JCMOTF, the CMOC is the on-ground nerve center for civil-military operations interface with all non-DOD US government agencies, NGOs, PVOs, and other government agency counterparts. See Joint Pub 3-07.6.

n. Humanitarian Assistance Survey Team (HAST) - The CINC may organize and deploy a HAST to acquire information required for operation plan development. The HAST may also provide liaison to newly formed JTF. See Joint Pub 3-07.6.

o. Transportation Command (TRANSCOM) - Functional CINC with responsibilities for strategic land, sea, and air transportation. See the 4-0 series of joint publications.

p. Strategic Command (STRATCOM) - Functional CINC with responsibilities for strategic nuclear deterrence. See Joint Pub 3-12, *Doctrine for Joint Nuclear Operations*.

q. Space Command (SPACECOM) - Functional CINC with responsibilities for DOD space operations. May provide Joint Space Support Teams (JSSTs) to the JTF. See Joint Pub 3-14, *Joint Doctrine and Tactics, Techniques, and Procedures for Space Operations*.

r. Defense Intelligence Agency (DIA) - Support personnel from the DIA usually come as members of the National Intelligence Support Team (NIST). See Joint Pub 2-01, *Joint Intelligence Support to Military Operations*.

s. Defense Logistics Agency (DLA) - DOD agency for worldwide logistic support to the CINCs and services. See Joint Pub 4-0, *Doctrine for Logistics Support of Joint Operations*.

t. Defense Information Systems Agency (DISA) - DOD agency for support to command, control, communications, and computer support to the CINCs and services. See Joint Pub 6-0, *Doctrine for Command, Control, Communications, and Computer (C4) Systems Support to Joint Operations*, and Joint Pub 6-02, *Joint Doctrine for Operational/Tactical Command, Control, Communications, and Computer (C4) Systems*.

u. National Imagery and Mapping Agency (NIMA) (old Defense Mapping Agency) - DOD agency responsible for providing mapping, charting, and geodesy (MC and G) support. See Joint Pub 2-01.

v. Joint Command and Control Warfare Center (JC2WC) - DOD center responsible to support information operations/information warfare/command and control warfare operations. It may provide an Information Warfare Support Team to a JTF. See Joint Pub 3-13, *Joint Doctrine for Information Operations*, and Joint Pub 3-13.1, *Joint Doctrine for Command and Control Warfare (C2W)*.

w. Other JTFs - According to joint doctrine, JTFs may be organized as subordinate to another JTF. LNOs could be provided between JTFs.

3. LNOs to JTF Headquarters from Multinational and Foreign Military Organizations

a. Multinational Military Organizations - Organizations such as North Atlantic Treaty Organization (NATO) can provide LNOs to a JTF. See Joint Pub 3-16, *Joint Doctrine for Multinational Operations*, and Joint Pub 3-08 (Volumes I and II), *Interagency Coordination During Joint Operations*.

b. Multinational Civilian Organizations - Organizations such as the United Nations (UN) can provide LNOs to a JTF. See Joint Pub 3-16 and Joint Pub 3-08 (Volumes I and II).

c. Host Countries - Countries that are hosting the military operation may provide both civilian and military LNOs to a JTF. See Joint Pub 3-57.

d. Foreign Militaries - LNOs or observers may be provided by other foreign military organization not directly involved in the operation. See Joint Pub 3-16.

4. LNOs to JTF Headquarters from Other US Government Organizations

Liaison with other US Government organizations will vary greatly in JTF operations. Depending on the mission and location of the JTF, the following organizations may provide LNOs. More detailed descriptions concerning these organizations may be found in Joint Pub 3-08.

a. US Department of Agriculture (USDA) - For field coordination, most contact with USDA organizations will be with the Foreign Agricultural Service (FAS) agricultural counselor or attaché or the FAS/International Cooperation and Development (ICD) Program. See Joint Pub 3-08 (Volume II), Annex A to Appendix A.

b. Department of Energy (DOE) - Elements of the DOE are specifically organized, trained, and equipped to cope with all forms of nuclear accidents and incidents, including those that may be associated with terrorist activity. This wide range of capabilities is grouped under the DOE Emergency Response Program. See Joint Pub 3-08 (Volume II), Annex D to Appendix A.

c. Department of Commerce (DOC) - The most relevant DOC organization to military operations is the National Oceanic and Atmospheric Administration (NOAA). NOAA conducts research, makes predictions, and gathers data about the environment through

six functional divisions and a system of special program units, regional field offices, data or administrative support centers, and laboratories. See Joint Pub 3-08 (Volume II), Annex B to Appendix A.

d. Department of Justice (DOJ) - The following agencies may provide LNOs from the DOJ to a JTF. See Joint Pub 3-08 (Volume II), Annex E to Appendix A for more detailed information.

- (1) Drug Enforcement Agency (DEA).
- (2) Immigration and Naturalization Service (INS) with its subordinate US Border Patrol (USBP).
- (3) Federal Bureau of Investigation (FBI).
- (4) US Marshals Service (USMS).
- (5) International Criminal Investigative Training Assistance Program (ICITAP).

e. Department of State (DOS) - The DOS's headquarters provides political guidance to the Department, to the United States Agency for International Development (USAID), to the US Information Agency, which is known overseas as the US Information Service, and to the Arms Control and Disarmament Agency. USAID's Office of Foreign Disaster Assistance (OFDA) has developed a response capability called the Disaster Assistance Response Team (DART) as a method of providing rapid response assistance to international disasters. A DART provides specialists trained in a variety of disaster relief skills to assist US embassies and USAID missions with the management of the USG response to international disasters. See Joint Pub 3-08 (Volume II), Annex F to Appendix A for more detailed information.

f. Department of Transportation (DOT) - DOT has the following agencies that can provide LNOs and support to a JTF. See Joint Pub 3-08 (Volume II), Annex E to Appendix A for more detailed information.

- (1) US Coast Guard (USCG).
- (2) Federal Aviation Administration (FAA).

g. Treasury Department (TREAS) - TREAS has the following agencies that can provide LNOs and support to a JTF. See Joint Pub 3-08 (Volume II), Annex H to Appendix A for more detailed information.

- (1) Bureau of Alcohol, Tobacco, and Firearms (ATF).
- (2) US Customs Service (USCS).

h. US USAID/OFDA - The OFDA developed DART provides specialist trained in a variety of disaster relief skills to assist US embassies and USAID missions with the management of the US government's rapid response to international disasters.

i. Federal Emergency Management Agency (FEMA) - Develops and coordinates national policy and programs and facilitates delivery of effective emergency management during all phases of national security and catastrophic emergencies.

j. Peace Corps - The Peace Corps is an independent Federal agency committed to meeting the basic needs of those living in the countries in which it operates. The Peace Corps coordinates its efforts with NGOs and PVOs that also receive support from the US government.

k. US Information Agency (USIA) - An independent foreign affairs agency within the Executive Branch responsible for the US government's overseas information, cultural, and educational exchange programs. USIA tracks foreign media coverage of issues of US national interest and advises on foreign public opinion. USIA can assist in publicizing US military and civilian achievements in a given foreign country.

5. LNOs to the JTF from NGOs/PVOs

This paragraph provides a summary of NGO, PVOs, and references to more detailed information in other publications. Representatives (LNOs) of these organizations will normally coordinate requirements through either a Humanitarian Operations Center (HOC) or a CMOC.

a. Interaction's Geographical Index of NGOs and PVOs - Annex A to Appendix B of Joint Pub 3-08 provides Interaction's listing NGOs/PVOs by regions and countries.

b. NGOs - A transnational organization of private citizens that maintains a consultative status with the Economic and Social Council of the UN. NGOs may be professional organizations, foundations, multinational businesses, or simply groups with a common interest in humanitarian assistance activities. NGO is a term normally used by non-US organizations. Annexes B-F of Appendix B to Joint Pub 3-08 provides summaries of the various NGOs.

c. PVOs - A nonprofit humanitarian assistance organization involved in development and relief activities. PVOs are normally US-based. PVO is often used synonymously with the term NGO. Annexes G-U of Appendix B to Joint Pub 3-08 provides summaries of the various NGOs.

6. LNOs to the JTF from International Organizations

NOTE: Refer to JP 3-08 for more complete descriptions.

a. NATO.

b. International Committee of the Red Cross (ICRC).

c. International Federation of Red Cross (IFRC) and Red Crescent Societies.

d. International Red Cross and Red Crescent Movement.

- e. UN.
- f. UN Children's Fund (UNICEF).
- g. UN Food and Agriculture Organization (FAO).
- h. UN High Commissioner for Refugees (UNHCR).
- i. UN World Food Programme (WFP).
- j. UN World Health Organization (WHO).

7. LNOs Exchanged Within the JTF's Components/Offices and Centers

- a. To the JFACC. (See Joint Pub 3-56.1 for more information.)
 - (1) Battlefield Coordination Element (BCE) - The ARFOR's representatives within the JFACC.
 - (2) Naval and Amphibious Liaison Element (NALE) - The NAVFOR's representatives within the JFACC.
 - (3) Marine Liaison Officer (MARLO) - MARFOR's representatives to the JFACC.
 - (4) Air Force Liaison Element (AFLE) - AFFOR's representatives to the JFACC.
 - (5) Special Operations Liaison Element (SOLE) - JSOCC's representatives to the JFACC.
 - (6) Air Mobility Element (AME) - TRANSCOM's representatives to the JFACC.
 - (7) Director of Mobility Forces (DIRMOBFOR) - Normally a senior officer who is familiar with the area of responsibility or joint operations area and possesses an extensive background in airlift operations. When established, the director of mobility forces serves as the designated agent for all airlift issues in the area of responsibility or joint operations area and for other duties as directed. The director of mobility forces exercises coordinating authority between the airlift coordination cell, the air mobility element, the tanker airlift control center, the joint movement center, and the air operations center in order to expedite the resolution of airlift problems. The director of mobility forces may be sourced from the theater's organizations, United States Transportation Command, or United States Atlantic Command.
 - (8) Strategic Liaison Team (STRATLAT). STRATCOM's representatives to the JFACC.
 - (9) Space Liaison Officer (SLO). SPACECOM's representatives to the JFACC.

(10) Tomahawk Land Attack Missile Liaison Element (TLE) - The Tomahawk Land Attack Missile (TLAM) is integrated with JFACC planning and operations via the TLE. The TLE is trained and provided by the theater Naval Component Commander (NCC). The TLE interacts with both Combat Plans and Combat Operations and is functionally located on the border between Plans and Ops in a manner similar to other component liaison elements. The TLE is the central liaison point of contact for all aspects of TLAM employment at the JFACC. Integration begins during the earliest strategic planning; continues through Master Air Attack Plan (MAAP) development, ATO production, and strike execution; and concludes with BDA analysis and restrikes. The TLE is manned by approximately nine NCC liaison officers and personnel with the training and experience necessary to support TLAM including strike and mission planning, database management, and familiarity with NCC organization and procedures. In addition to manning, the NCC will provide TLAM unique support requirements such as Mission Distribution System (MDS), Electronic Tomahawk Planning Package (ETEPP), Computer and Tomahawk Command Information Net (TCINet).

(11) Other Service and Functional Component/JTF LNOs.

b. To the ARFOR.

- (1) Air Liaison Officer (ALO).
- (2) Tactical Airlift Liaison Officer (TALO).
- (3) Air and Naval Gunfire Liaison Company (ANGLICO) Teams.*
- (4) Other Service and Functional Component/JTF LNOs.

c. To the MARFOR.

- (1) Air Mobility Command LNO - Like TALO, but to USMC.
- (2) Other Service and Functional/JTF Component LNOs.

d. To the AFFOR.

Other Service and Functional Component/JTF LNOs.

e. To the NAVFOR.

Other Service and Functional Component/JTF LNOs.

f. To the CGFOR.

- (1) Other Service and Functional Component/JTF LNOs.
- (2) ANGLICO Teams.

- g. To the JSOTF.
 - (1) ANGLICO Teams.
 - (2) Other Service and Functional Component/JTF LNOs.
- h. To a Joint Search and Rescue Center (JSRC).
 - Service and Functional Component/JTF LNOs.
- i. To a CMOC.
 - Service and Functional Component/JTF LNOs.

****Air/naval gunfire liaison companies (ANGLICOs) are scheduled for deactivation in FY 98 and 99. The Marine Corps is establishing a Marine liaison group to provide interface with foreign militaries—an ANGLICO function***

Appendix B

JOINT TASK FORCE LIAISON OFFICER EQUIPMENT LISTING

CAT	ITEM	SENDING UNIT RESPONSIBILITY	RECEIVING UNIT RESPONSIBILITY	REMARKS
ADMIN	CLASSIFIED COPIER(S)		NORMALLY, PROVIDE ACCESS	EITHER
ADMIN	CLASSIFIED FACSIMILE(S)		NORMALLY, PROVIDE ACCESS	EITHER
ADMIN	CLASSIFIED SHREDDER/BURN FACILITY		NORMALLY, PROVIDE ACCESS	
ADMIN	CLASSIFIED STORAGE/SAFE(S)		NORMALLY, PROVIDE ACCESS	EITHER
ADMIN	CLASSIFIED TRASH RECEPTACLE(S)		NORMALLY, PROVIDE ACCESS	
ADMIN	COMPUTER SOFTWARE ANTI-VIRUS PACKAGE		NORMALLY	OPTIMALLY, NEEDS TO BE COMPATIBLE WITH BOTH SENDING AND RECEIVING UNITS, JTF COMM STAFF SETS STANDARD
ADMIN	COMPUTER SOFTWARE PACKAGE - AS REQUIRED, CONSIDER NEED FOR SCHEDULE, WORD PROCESSING, USMTF MESSAGE PREPARATION, GRAPHICS/SLIDE, DATABASE/SPREADSHEET CAPABILITIES	NORMALLY		OPTIMALLY, NEEDS TO BE COMPATIBLE WITH BOTH SENDING AND RECEIVING UNITS, JTF INFO MGT SETS STANDARD
ADMIN	DESKTOP COMPUTER EQUIPMENT		NORMALLY, PROVIDE ACCESS	SENDING UNIT MUST CONSIDER AVAILABLE DESK SPACE AND TRANSPORTATION PACKING REQUIREMENTS
ADMIN	DRY ERASE BOARD(S)/MAP BOARD(S)		NORMALLY PROVIDED FOR FIXED-SITE OR SHIP-BASED JTF	
ADMIN	IN-FOCUS PROJECTOR(S)		NORMALLY, PROVIDE ACCESS	
ADMIN	LAPTOP COMPUTER EQUIPMENT	NORMALLY		CONSIDER REQUIREMENT FOR LAN CARD, COMPATIBLE SOFTWARE, AND FAX/MODEM
ADMIN	MICROFICHE VIEWER			EITHER
ADMIN	POWER STRIP(S)			EITHER
ADMIN	PRINTER(S)	NORMALLY		BEST TECHNIQUE HAS BEEN TO BRING A BUBBLE JET PRINTER TO REDUCE WEIGHT AND SPACE REQUIREMENTS
ADMIN	REFERENCE MATERIALS - (SERVICE/COMPONENT SPECIFIC)	NORMALLY		IN SOME CASES, NEED ONLY GCCS HOMEPAGE INFO TO LOCATE ESSENTIAL DOCUMENTS AND RETRIEVE THEM ELECTRONICALLY
ADMIN	ROOM DIVIDER(S)		AS REQUIRED	
ADMIN	SCANNER		NORMALLY, PROVIDE ACCESS	EITHER
ADMIN	SENDING UNIT STANDARD OPERATING PROCEDURES	NORMALLY		
ADMIN	TELEPHONE, E-MAIL, AND AUTODIN MESSAGE DIRECTORIES - COMPONENT HQ AND STAFF	NORMALLY		
ADMIN	UNCLASSIFIED FACSIMILE		NORMALLY, PROVIDE ACCESS	EITHER

CAT	ITEM	SENDING UNIT RESPONSIBILITY	RECEIVING UNIT RESPONSIBILITY	REMARKS
ADMIN	UNIT OVERLAYS/GRAFICS	NORMALLY		
COMMS	COMMUNICATIONS -KY-68 PHONE(S)			EITHER
COMMS	LOCAL AREA NETWORK - SECURE			NORMALLY PROVIDES ACCESS, ADDRESSES, AND PASSWORDS
COMMS	STU-III PHONE			AT A MINIMUM, PROVIDE NORMALLY, PROVIDE ACCESS TO JTF TELEPHONE SWITCH
COMMS	TACTICAL SATELLITE RADIO			EITHER
COMMS	UNCLAS PHONE			AT A MINIMUM, PROVIDE ACCESS TO JTF TELEPHONE SWITCH
COMMS	VIDEO TELECONFERENCE			NORMALLY, PROVIDES FACILITY AND USE AS PER JTF SOPs
GENERAL SUPPORT	INDIVIDUAL EQUIPMENT	NORMALLY		JTF WILL INDICATE NECESSARY FIELD GEAR, CHEMICAL WARFARE DEFENSE EQUIPMENT, ETC.
GENERAL SUPPORT	LEGAL SUPPORT			NORMALLY
GENERAL SUPPORT	MEDICAL/DENTAL SUPPORT			NORMALLY, TO THE EXTENT AVAILABLE AT JTF LOCATION
GENERAL SUPPORT	MESS AND BILLETING			NORMALLY, BRING APPROPRIATE MEDICAL RECORDS (IMMUNIZATIONS, ETC) AS DIRECTED BY JTF
GENERAL SUPPORT	MWR SERVICES			EITHER, DEPENDING ON STATUS OF JTF LOCATION OR FIELD CONDITIONS, CONSIDER IDENTIFICATION OF FUND CITIES
GENERAL SUPPORT	PERSONAL WEAPONS	NORMALLY		
GENERAL SUPPORT	POSTAL SERVICE SUPPORT			NORMALLY
SYSTEMS SUPPORT	COMMON OPERATIONAL MODELING, PLANNING, AND SIMULATION STRATEGY (COMPASS)			NORMALLY, TO THE EXTENT SYSTEMS ARE AVAILABLE
SYSTEMS	CTAPS/COMPUTER ASSISTED FORCE MGT SYSTEM	NORMALLY		ORGANIC HOME SYSTEM REQUIRED FOR INTERACTION WITH LNO AT RECEIVING UNIT
SYSTEMS	GLOBAL COMMAND AND CONTROL SYSTEM TERMINAL			SYSTEM IN DEVELOPMENTAL STAGE WITH GOOD POTENTIAL FOR COLLABORATIVE PLANNING BETWEEN LNOs AND SENDING UNITS
SYSTEMS				CONSIDER FOR JFACC LNO TO ACCESS DAILY AIR TASKING ORDER AND CTAPS DATABASE

Appendix C

LIAISON OFFICER JOINING INSTRUCTIONS

It is important that the LNO be sent a message from the receiving command that contains as much pertinent and helpful information as possible. This message should be sent as early as possible. Areas that have been previously agreed upon need not be repeated but should be referenced. The following areas, if appropriate, are recommended for inclusion in a "joining instructions" message:

- Location of receiving command and how to obtain transportation to the command.
- Report date.
- Special limitations on transportation, such as parking private vehicles.
- When operations will commence.
- Funding issues for orders.
- Orders administrative issues.
- Security clearance requirements to include where clearances are to be sent.
- Berthing/messing issues to include costs.
- Uniform/special gear requirements.
- Special protocol issues.
- Laundry availability.
- Medical/dental requirements and facilities availability at receiving command.
- MWR service availability such as chapel, store, gymnasium availability.
- Money exchange/check cashing availability.
- Mail routing instructions.
- Special safety rules and regulations.
- Tobacco use policy.
- Alcohol use policy.
- Unique provisions of local law or cultural sensitivities in the area of operations.
- Specific ADP equipment and communications issues including the requirements to have ADP equipment virus scanned.
- Sponsoring individual at command and phone number/e-mail address.

The following is an example of a joining instructions message:

FM CJTF 950

TO AIG ONE THREE NINE NINE FOUR

UNCLAS //N01700//

MSGID/GENADMIN/CJTF 950/-/J1/FEB//

SUBJ/JTFEX 97-2 PERSONNEL AUGMENTATION INFORMATION//

REF/A/GENADMIN/USCINACOM/221851ZJAN97/NOTAL//

REF/B/GENADMIN/USCINACOM/291911ZJAN97/NOTAL//

REF/C/GENADMIN/USCINACOM/291921ZJAN97/NOTAL//

REF/D/GENADMIN/USCINACOM/291931ZJAN97/NOTAL//

REF/E/GENADMIN/USCINACOM/031721ZFEB97/NOTAL//

NARR/REFS A THRU E ARE PERSONNEL AUGMENTATION TASKING MESSAGES//

RMKS/1. THIS MESSAGE AMPLIFIES REFS A THRU E AND PROVIDES// INFORMATION TO PERSONNEL SELECTED TO PARTICIPATE IN JTFEX 97-2. COMMANDERS ARE REQUESTED TO READDRESS THIS MSG TO THOSE INDIVIDUAL COMMANDS SELECTED TO PROVIDE AUGMENTEES FILLING BILLETS ONBOARD USS MOUNT WHITNEY (LCC 20) AND USS JOHN F. KENNEDY (CV 67).

2. WELCOME TO JTFEX 97-2, THE SECOND FLEET COMMAND SHIP (USS MOUNT WHITNEY (LCC 20)) AND USS JOHN F. KENNEDY (CV 67). YOU SHOULD EXPECT TO BE INTEGRATED COMPLETELY INTO THE STAFF/WORK CENTER AS A FULL PARTICIPANT IN WHAT SHOULD BE A REWARDING JOINT EXERCISE. WE ARE COMMITTED TO PROVIDING A WIDE VARIETY OF TRAINING OPPORTUNITIES TO PARTICIPANTS THROUGHOUT THE EXERCISE. YOUR ACTIVE INVOLVEMENT IS IMPORTANT.

3. THE FOLLOWING INFORMATION IS PROVIDED TO HELP FAMILIARIZE YOU TO U.S. NAVY SHIPBOARD LIFE. WE WILL PROVIDE MORE INFORMATION ON SCHEDULES AND ROUTINES ONCE YOU ARRIVE. YOU WILL BE ASSIGNED A SPONSOR TO ACQUAINT YOU WITH OUR OPERATIONS AND DAILY ROUTINE. INFORMATION TO ASSIST YOU PRIOR TO YOUR ARRIVAL AND IN YOUR INITIAL INDOCTRINATION IS PROVIDED BELOW:

A. REPORTING/TRANSPORTATION. UNLESS OTHERWISE DIRECTED BY REF A, AUGMENTEES WILL REPORT ON BOARD USS MOUNT WHITNEY (LCC 20) LOCATED AT NAVAL BASE NORFOLK, PIER 10. REPORT NO EARLIER THAN 0800, 7 MAR 97 AND NO LATER THAN 2000, 7 MAR 97. LINE # LN-003 WILL TRANSFER TO USS JOHN F. KENNEDY ON 10 MAR 97. USS MOUNT WHITNEY GETS UNDERWAY ON 10 MAR 97. SHIPBOARD ORIENTATION AND WATCH STATION TRAINING WILL BE HELD ON 8/9 MAR 97. IT IS IMPERATIVE THAT PERSONNEL REPORT ON TIME. WATCH STANDING WILL COMMENCE 9 MAR. AUGMENTEES TRAVELING TO NORFOLK FROM OUTSIDE THE NORFOLK AREA SHOULD TAKE A TAXI FROM POINT OF ARRIVAL TO NAVAL BASE NORFOLK, PIER 10. AUGMENTEES ARRIVING VIA GOV'T FLT INTO NAS NORFOLK, CONTACT CJTF 950 ADMIN (TEL: DSN 564-7602/3505 OR COMM (757) 444-7602/3505 - DUTY OFFICE: DSN 564-7201/7086 OR COMM (757) 444-7201/7086) FOR TRANSPORTATION. AUGMENTEES IN THE HAMPTON ROADS AREA OR PERSONNEL WHO PLAN TO DRIVE, BE ADVISED THAT THERE IS A 7-DAY LIMIT ON BASE PARKING. ACCESS TO LONG TERM PARKING IS AVAILABLE MONDAY THROUGH FRIDAY 0800-2000, AND ON WEEKENDS

FROM 0700 TO 1800. LONG TERM PARKING IS LOCATED NEXT TO THE NAVAL STATION VISITOR PASS OFFICE. FOR MORE INFORMATION, CALL (757) 445-1492.

B. ORDERS: FUNDED ORDERS REQUIRED. FUNDED ORDERS ARE NECESSARY TO FACILITATE EMERGENCY TRAVEL REQUIREMENTS. ORDERS MUST INCLUDE LINE NUMBER AND READ "REPORT TO COMSECONDFLT (CJTF 950) EMBARKED IN USS MOUNT WHITNEY (LCC 20) AT NAVSTA NORFOLK, VA." PERSONNEL WILL BE REQUIRED TO PRESENT ORDERS AT TIME OF CHECK-IN. ORDERS WILL BE ENDORSED "MESSING AND BERTHING AVAILABLE."

C. SECURITY CLEARANCES: AUGMENTEE PARENT COMMANDS ARE REQUIRED TO SEND GENSER SECURITY CLEARANCE INFORMATION VIA MESSAGE/SIGNAL TO CJTF 950 (ATTN: J1) OR FAX TO: COMM (757) 445-8615 OR DSN 565-8615. PERSONNEL HOLDING SCI ACCESS ARE REQUESTED TO FORWARD SECURITY CLEARANCE TO: COMSECONDFLT//SSO//. SSO POC IS CTA1 GREEN, DSN 564-3503/2975. ADDITIONALLY, PERSONNEL CARRYING CLASSIFIED MATERIAL ON/OFF THE SHIP ARE REQUIRED TO HAVE A VALID COURIER CARD/LETTER.

D. BERTHING: BERTHING ASSIGNMENTS WILL BE PROVIDED UPON ARRIVAL. FOR USS JOHN F. KENNEDY (CV 67): OFFICER STATEROOMS VARY FROM TWO TO TWELVE MAN STATEROOMS. AUGMENTEES SHOULD BRING TOILETRY KITS AND TOWELS.

E. PROTOCOL FOR BOARDING USS MOUNT WHITNEY WHEN IN PORT: THE FORWARD BROW (GANGWAY MARKED "COMSECONDFLT") IS FOR E-7 AND ABOVE USE. THE AFTER BROW (GANGWAY MARKED "USS MOUNT WHITNEY") IS FOR E-6 AND BELOW USE. BETWEEN 0800 AND SUNSET, THE NATIONAL ENSIGN (FLAG) WILL BE FLYING AT THE STERN (REAR/AFT) OF THE SHIP. AT THE TOP OF THE BROW, JUST PRIOR TO STEPPING ABOARD THE SHIP FACE AFT AND (WHEN IN UNIFORM) SALUTE THE NATIONAL ENSIGN. THEN TURN TOWARD THE OFFICER OF THE DECK (OOD) OR THE PETTY OFFICER OF THE WATCH, SALUTE AND SAY: "REQUEST PERMISSION TO COME ABOARD." HE/SHE WILL RESPOND: "PERMISSION GRANTED." HE/SHE WILL THEN CHECK YOUR IDENTIFICATION CARD AND ALLOW YOU TO PROCEED. WHEN DEPARTING THE SHIP, THE PROCEDURE IS REVERSED. SALUTE THE OOD AND SAY: "REQUEST PERMISSION TO LEAVE THE SHIP." AFTER HE/SHE RESPONDS "PERMISSION GRANTED," STEP ONTO THE BROW AND SALUTE THE ENSIGN. WHEN NOT IN UNIFORM, FACE THE ENSIGN AND BRIEFLY COME TO ATTENTION INSTEAD OF SALUTING. FOR USS JOHN F. KENNEDY (CV 67): AUGMENTEES WILL BE REQUIRED TO PRESENT MILITARY ID CARDS AND COPY OF ORDERS. AUGMENTEES WALKING ABOARD SHOULD PRESENT ID/ORDERS TO WATCH PERSONNEL AT TOP OF BROW BEFORE ENTERING SHIP.

F. UNIFORMS: THE UNIFORM OF THE DAY WILL BE YOUR SERVICE'S WORKING UNIFORM, INCLUDING FLIGHT SUITS. NO OTHER UNIFORM IS REQUIRED. FOR USS JOHN F. KENNEDY (CV 67): NAVY WORKING UNIFORMS ARE COTTON WASH KHAKI FOR E-7 AND ABOVE AND DUNGAREES FOR E-6 AND BELOW. AUGMENTEE UNIFORMS SHOULD BE COTTON AND OTHER NONFLAMMABLE MATERIAL.

G. MESSING: LIEUTENANT COLONELS/COMMANDERS (O-5) AND ABOVE ASSIGNED TO USS MOUNT WHITNEY WILL EAT IN THE COMSECONDFLT FLAG MESS. MAJORS/LIEUTENANT COMMANDERS (O-4) AND BELOW ASSIGNED TO USS MOUNT WHITNEY AND ALL OFFICERS ASSIGNED TO THE USS JOHN F. KENNEDY WILL EAT IN THE SHIP'S WARDROOM. NONCOMMISSIONED OFFICERS, E-7 AND ABOVE, WILL EAT IN THE CHIEF PETTY OFFICERS' MESS. E-6 AND BELOW WILL EAT ON THE SHIP'S MESS DECKS. WORKING UNIFORMS ARE APPROPRIATE FOR ALL MEALS. MESS BILLS FOR OFFICERS WILL BE COLLECTED (CASH OR TRAVELER'S CHECK) PRIOR TO AUGMENTEE DEPARTURE. OFFICERS DINING IN THE COMSECONDFLT FLAG MESS WILL BE CHARGED \$8.00 PER DAY AND THOSE DINING IN THE SHIP'S WARDROOM WILL BE CHARGED \$7.50 PER DAY. NCO/CPO'S ASSIGNED TO USS MOUNT WHITNEY DINING IN THE CHIEF PETTY OFFICERS' MESS WILL BE CHARGED \$7.15 PER DAY WHICH WILL BE COLLECTED BY THE CPO MESS TREASURER. MEALS ARE CHARGED REGARDLESS OF THE NUMBER OF MEALS ACTUALLY EATEN AND COMMENCE UPON CHECK IN. MEAL CHARGES

FOR E-6 AND BELOW PERSONNEL WILL BE COORDINATED VIA COMMAND DISBURSING OFFICES AND NO CASH OUTLAY IS REQUIRED.

H. LAUNDRY: SHIPS PROVIDE FREE LAUNDRY SERVICE TWICE WEEKLY. DRY CLEANING SERVICE IS AVAILABLE ON USS JOHN F. KENNEDY ONLY. IF YOU WISH TO USE THE LAUNDRY SERVICE, NET LAUNDRY BAGS (ONE EACH FOR WHITE AND DARK CLOTHES, AND ONE FOR SOCKS) AND SAFETY PINS ARE REQUIRED. THESE CAN BE PURCHASED IN THE SHIP'S WALK-IN STORE OR LOCAL NAVY EXCHANGE. ALL LAUNDRY MUST BE STENCILED, USING INDELIBLE LAUNDRY MARKER. BED LINEN, PILLOWS, AND ONE BLANKET WILL BE PROVIDED. YOU SHOULD BRING YOUR OWN TOWELS AND WASH CLOTHS. THE LAUNDRY SCHEDULE WILL BE PROVIDED UPON CHECK-IN. FOR USS JOHN F. KENNEDY (CV 67): LAUNDRY SERVICES PROVIDED INCLUDE BULK LOT LAUNDRY, KHAKI WASH AND PRESS, DRY CLEANING AND SEWING. O-1 AND ABOVE WILL HAVE FSA TO PICKUP/DROP OFF LAUNDRY ACCORDING TO SCHEDULE LOCATED IN WARDROOM.

I. MEDICAL/DENTAL: SHIPS HAVE COMPLETE MEDICAL AND DENTAL FACILITIES ON BOARD. RECOMMEND BRINGING YOUR MEDICAL RECORD AND DENTAL RECORD IF YOU ARE CURRENTLY UNDER CARE. BRING YOUR PRESCRIPTION MEDICINE(S). ANYONE WHO WEARS EYE GLASSES OR CONTACTS SHOULD BRING AN EXTRA PAIR. FOR USS JOHN F. KENNEDY (CV 67): DENTAL SERVICES PROVIDED INCLUDE FILLINGS, ROOT CANALS, WISDOM TOOTH REMOVAL, CROWNS AND BRIDGES, PARTIAL AND FULL DENTURES, AND PERIODIC CLEANINGS AND CHECKS. FULL MEDICAL STAFF AVAILABLE.

J. COMFORT AND SUPPORT SERVICES: OUR GOAL IS TO PROVIDE AS MANY OF THE COMFORTS OF HOME AS PHYSICALLY POSSIBLE. SHIP SERVICES AVAILABLE INCLUDE POST OFFICE, CHAPEL, LIBRARY, BARBER SHOPS (FREE), RADIO AND TELEVISION, EXERCISE/WEIGHT ROOMS, VENDING MACHINES, AND WALK-IN/CONVENIENCE STORES. THE SHIP'S STORE STOCKS A LIMITED VARIETY OF TOILETRIES, SNACKS, MAGAZINES/BOOKS, NAVY AND SHIP MEMORABILIA, CASSETTE TAPES, LUXURY ITEMS, AND CLOTHING ITEMS. RECOMMEND YOU BRING YOUR PERSONAL TOILETRIES, INCLUDING SHOWER SHOES, AND ROBE OR WRAP; GYM GEAR, SWEAT PANTS/SHIRT (TEMPERATURES ABOARD SHIP CAN VARY SIGNIFICANTLY), SWEATER/FLIGHT JACKET, SMALL FLASHLIGHT, BATTERY OR WIND-UP ALARM CLOCK, LOCK(S), AND READING MATERIAL. RECOMMEND BRINGING A SERVICE SWEATER OR JACKET AS WATCH STATIONS CAN GET UNCOMFORTABLY COLD.

K. MONEY: RECOMMEND BRINGING SUFFICIENT FUNDS FOR MESS BILLS. THE COMMAND SHIP DISBURSING OFFICE WILL CASH U.S. TRAVELERS CHECKS AND MONEY ORDERS ONLY. THE SHIP'S STORE WILL ACCEPT PERSONAL CHECKS FOR THE AMOUNT OF PURCHASES ONLY.

L. MAIL: DUE TO THE SHORT TIME YOU WILL BE EMBARKED, RECOMMEND THAT YOU DO NOT ATTEMPT TO RECEIVE MAIL ABOARD USS MOUNT WHITNEY. SHOULD IT BECOME NECESSARY TO RECEIVE MAIL, USE THE FOLLOWING ADDRESS:

RANK OR RATE/FULL NAME
ATTN: JTFEX 97-2 SHIP RIDER
COMSECONDFLT
FPO AE 09506-6000
OR

RANK OR RATE/FULL NAME
ATTN: JTFEX 97-2 SHIP RIDER
USS JOHN F. KENNEDY (CV 67)
FPO AA 34095-2800

M. CHAPEL SERVICES: WE STRIVE TO PROVIDE EVERY FAITH AND RELIGIOUS GROUP THE OPPORTUNITY TO WORSHIP. A SCHEDULE FOR ALL MAJOR FAITH GROUP WORSHIP SERVICES WILL BE LOCATED IN THE SHIP'S CHAPEL AND PUBLISHED IN

THE PLAN OF THE DAY. FOR USS JOHN F. KENNEDY (CV 67): DAILY PROTESTANT AND ROMAN CATHOLIC SERVICES AVAILABLE UNDERWAY. RABBI NOT ONBOARD.

N. ELECTRICAL SAFETY: SHIPS HAVE AN UNGROUNDED ELECTRICAL SYSTEM WHICH CAN, IF IGNORED, INCREASE THE LIKELIHOOD OF PERSONAL SHOCKS. THEREFORE, ONLY VERY LIMITED PERSONAL ELECTRICAL EQUIPMENT MAY BE BROUGHT ON BOARD. THE EQUIPMENT MUST BE COMPATIBLE WITH U.S. ELECTRICAL OUTLETS (110V, 60HZ) AND ALL EQUIPMENT BROUGHT ON BOARD MUST BE INSPECTED ON BOARD THE SHIP FOR ELECTRICAL SAFETY PRIOR TO USE. BATTERY POWERED EQUIPMENT IS GENERALLY SAFE FOR SHIPBOARD USE BUT IF IT IS CAPABLE OF USING OTHER SOURCES OF POWER, YOU MUST HAVE THE ITEM SAFETY CHECKED AS WELL. THE FOLLOWING ITEMS ARE NOT AUTHORIZED: ELECTRICAL CLOCKS, HOT PLATES, PERSONAL IRONS, PORTABLE ELECTRIC FANS, ELECTRIC BLANKETS AND EXTENSION CORDS. PORTABLE ELECTRIC HAIR DRYERS, RAZORS AND CURLING IRONS ARE AUTHORIZED IF PROPERLY SAFETY CHECKED. PROPANE CURLING IRONS ARE NOT AUTHORIZED.

O. TOBACCO USE: OUR POLICY IS TO CREATE AN ENVIRONMENT THAT PROTECTS THE HEALTH OF NONSMOKERS AND DISCOURAGES THE USE OF TOBACCO PRODUCTS. THEREFORE, SMOKING IS PERMITTED ONLY IN ONE DESIGNATED AREA. THE USE OF SMOKELESS TOBACCO IS PROHIBITED FOR PROFESSIONALISM AND HYGIENE REASONS. ALL BERTHING AREAS AND STATEROOMS ARE NO SMOKING AREAS. ALL MILITARY PERSONNEL MUST BE IN THEIR MILITARY UNIFORMS TO SMOKE (NO PT GEAR OR CIVILIAN CLOTHES). FOR USS JOHN F. KENNEDY (CV 67): SMOKING OF ANY KIND LIMITED TO SPECIFIC AREAS ONBOARD.

P. ALCOHOL USE: ALCOHOL USE AND STOWAGE IS PROHIBITED ON BOARD U.S. NAVAL VESSELS. PERSONNEL RETURNING TO THE SHIP INTOXICATED MAY FACE DISCIPLINARY ACTION.

4. MORE DETAILED INFORMATION WILL BE PROVIDED UPON YOUR ARRIVAL. YOUR DESIGNATED SPONSOR WILL ASSIST YOU. IF YOU HAVE ANY QUESTIONS PRIOR TO YOUR ARRIVAL OR NEED FURTHER ASSISTANCE, DO NOT HESITATE TO CONTACT CWO2 MCMOORE OR YNCS (SW) HARDY AT DSN 564-3505/7602 OR COMM (757) 444-3505/7602. ADDITIONALLY, CWO2 MCMOORE OR YNCS (SW) HARDY ARE THE POINTS OF CONTACT FOR ANY EMERGENCIES THAT MAY ARISE DURING THE EXERCISE.//
BT

Appendix D

JOINT TASK FORCE STAFF TRAINING

INDIVIDUAL TRAINING: SUMMARY OF COURSES AVAILABLE

COURSE	LOCATION	LENGTH
1. JOINT FLAG OFFICER WARFIGHTING COURSE	MAXWELL AFB	13 DAYS
2. JOINT C2W SENIOR THEATER BATTLE CDRS COURSE	HURLBURT FLD	3 DAYS
3. NATO STAFF OFFICER ORIENTATION COURSE	OBERAMMERGAU	1 OR 2 WEEKS
4. AFLOAT INTEL MANAGER'S COURSE	NMITC	5 DAYS
5. JTF INTEL MANAGER COURSE	NMITC/MTT	12 DAYS
6. JOINT SPACE INTEL OPS COURSE	PETERSON AFB	2 WEEKS
7. EXPEDITIONARY WARFARE INTEL COURSE	NMITC	3 WEEKS
8. JOINT INTEL CENTER COURSE	NMITC	26 DAYS
9. CHEM AND BIO WARFARE INTEL COURSE	JMITC	3 DAYS
10. INDICATIONS AND WARNING COURSE	JMITC/MTT	2 WEEKS/5 DAYS
11. JOINT TARGETING CORE COURSE	NMITC	5 WEEKS
12. JOINT COUNTERINTEL STAFF OFFICER COURSE	JMITC	1 WEEK
13. JOINT DEPLOYABLE INTEL SUPPORT SYSTEM COURSE	AIC NORVA	2 DAYS
14. JOINT MARITIME TACTICS COURSE	TTGL/P	3 WEEKS
15. JOINT C2W ORIENTATION COURSE	FIWC	3 DAYS
16. JOINT C2W STAFF OFFICER COURSE	AFSC	2 WEEKS
17. JOINT C2W STAFF OFFICER COURSE	FITCPAC	2 DAYS
18. JOINT EW ORIENTATION COURSE	MTT(AFSC)	3 DAYS
19. JOINT EW STAFF OFFICER COURSE	AFSC	2 WEEKS
20. JOINT PSYOP STAFF PLANNING COURSE	FT BRAGG	2 WEEKS
21. JOINT DOCTRINE AIR CAMPAIGN COURSE	MAXWELL AFB	2 WEEKS

**INDIVIDUAL TRAINING:
SUMMARY OF COURSES AVAILABLE**

COURSE	LOCATION	LENGTH
22. ACC JOINT AIR OPS STAFF COURSE	HURLBURT FLD	3 WEEKS
23. EUCOM JFACC TRAINING COURSE	RAMSTEIN	1 WEEK
24. CTAPS BASIC OPERATOR'S COURSE	TTGPAC, SAN DIEGO	3 DAYS
25. CTAPS SYSTEM ADMIN COURSE	HURLBURT FLD	3 WEEKS
26. CTAPS OPS TECH	HURLBURT FLD	4 DAYS
27. JOINT COURSE ON LOGISTICS	FT LEE	17 DAYS
28. EXPEDITIONARY WARFARE LOGISTICS COURSE	ATHENS	2 WEEKS
29. NATO LOGISTICS COURSE		
30. CONTINGENCY/WARTIME PLANNING COURSE	MAXWELL AFB	3 WEEKS
31. JOINT PLANNING ORIENTATION COURSE	AFSC/MMT	3 DAYS
32. JOPES USERS COURSE	EUCOM/MMT	9 DAYS
33. JOPES FLAG AND GENERAL OFFICER SEMINAR	AFSC	2 HOURS
34. STRATEGIC DEPLOYMENT PLANNING COURSE	FT EUSTIS	2 WEEKS
35. JOINT MARITIME CMD & INFO SYS	TTGL	1 WEEK
36. JOINT C3 STAFF AND OPS COURSE	AFSC	5 WEEKS
37. ADVANCED COMM OFFICER TRAINING SCHOOL	KEESLER AFB	4.5 WEEKS
38. JOINT MEDICAL PLANNERS COURSE	HSETC	15 DAYS
39. ADVANCED TACTICAL DECEPTION COURSE	EUCOM/MMT	1 WEEK
40. JOINT METOC APPLICATIONS COURSE	FTC NORFOLK	10 DAYS
41. JFACC AUGMENTATION STAFF COURSE	TTGPAC SAN DIEGO	5 DAYS
42. JFACC GENERAL INFORMATION COURSE	JWFC (POC)	SELF-STUDY

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GLOSSARY

A

AAR	after-action report
ADP	automated data process(ing)
AFDC	Air Force Doctrine Center
AFFOR	Air Force forces
AFLE	Air Force liaison element
AFM	Air Force Manual
AFTTP	Air Force Techniques, Techniques, and Procedures (Interservice)
ALERTORD	alert order
ALO	air liaison officer
ALSA Center	Air Land Sea Application Center
AME	air mobility element
ANGLICO	air/naval gunfire liaison company
ARFOR	Army forces
ASAP	as soon as possible
ATF	Bureau of Alcohol, Tobacco, and Firearms

B

BCE	battlefield coordination element
------------	----------------------------------

C

C2	command and control
C4	command, control, communications, and computer
C2W	command and control warfare
CCIR	commander's critical information requirements
CEOI	communications-electronics operating instructions
CGFOR	Coast Guard forces
CINC	commander of a combatant command; commander in chief
CJCS	Chairman of the Joint Chiefs of Staff
CJTF	commander, joint task force
CMD	command
CMOC	Civil Military Operations Center
COMM	communications
COMPASS	common operational modeling, planning, and simulation strategy
COMSEC	communications security
CONOPS	concept of operations
COS	chief of staff
CTA	common table of allowance

D

DART	Disaster Assistance Response Team
DCJTF	deputy commander, joint task force
DEA	Drug Enforcement Agency
DIA	Defense Intelligence Agency
DIRMOBFOR	Director of Mobility Forces

DISA	Defense Information Systems Agency
DLA	Defense Logistics Agency
DOC	Department of Commerce
DOD	Department of Defense
DODD	Department of Defense Directive
DOE	Department of Energy
DOJ	Department of Justice
DOS	Department of State
DOT	Department of Transportation
E	
E-6	technical sergeant (USAF)/staff sergeant (USA/USMC)/petty officer first class (USN)
E-7	master sergeant (USAF)/sergeant first class(USA)/gunnery sergeant (USMC)/chief petty officer (USN)
e-mail	electronic-mail
ETEPP	Electronic Tomahawk Planning Package
F	
FAA	Federal Aviation Administration
FAO	Food and Agriculture Organization
FAS	Foreign Agriculture Service
FAX	facsimile
FBI	Federal Bureau of Investigation
FEMA	Federal Emergency Management Agency
FM	field manual
FMFM	Fleet Marine Force Manual
FRAGO	fragmentation order
G	
G-1	Army or Marine Corps component manpower or personnel staff officer (Army division or higher staff, Marine Corps brigade or higher staff)
GCCS	Global Command and Control System
H	
HAST	Humanitarian Assistance Survey Team
HOC	Humanitarian Operations Center
HQ	headquarters
I	
ICD	International Cooperation and Development
ICITAP	International Criminal Investigative Training Assistance Program
ICRC	International Committee of the Red Cross
IFRC	International Federation of Red Cross
INFO	information
INS	Immigration and Naturalization Service
IO	international organizations
IPB	intelligence preparation of the battlespace

J

J-1	Manpower and Personnel Directorate of a joint staff
J-3	Operations Directorate of a joint staff
JAAR	joint after-action report
JC2WC	Joint Command and Control Warfare Center
JCMOTF	Joint Civil-Military Operations Task Force
JFACC	joint force air component commander
JFC	joint force commander
JFLCC	joint force land component commander
JFMCC	joint force maritime component commander
JFSOCC	joint force special operations component commander
JOC	joint operations center
JPG	joint planning group
JPOTF	joint psychological operations task force
JSOTF	joint special operations task force
JSRC	joint search and rescue center
JSST	Joint Space Support Team
JTASC	joint training, analysis, and simulation center
JTCB	Joint Targeting Coordination Board
JTF	joint task force
JWICS	Joint Worldwide Intelligence Communications System

L

LAN	local area network
LNO	liaison officer

M

MAAP	Master Air Attack Plan
MAGTF	Marine air-ground task force
MARFOR	Marine Corps forces
MARLO	Marine liaison officer
MC and G	mapping, charting, and geodesy
MCCDC	Marine Corps Combat Development Command
MCRP	Marine Corps Reference Publication
MDS	Mission Distribution System
METT-T	mission, enemy, terrain and weather, troops and support available, time available
MEU	Marine expeditionary unit
MILSTRIP	military standard requisitioning and issue procedure
MNF	multinational force
MOS	military occupational specialty
MTTP	multiservice tactics, techniques, and procedures
MWR	morale, welfare, and recreation

N

N-1	Navy component manpower or personnel staff officer
NALE	Naval and Amphibious Liaison Element
NATO	North Atlantic Treaty Organization

NAVFOR	Navy forces
NCA	National Command Authorities
NCC	Naval Component Commander
NCO	noncommissioned officer
NDC	Naval Doctrine Command
NGO	nongovernmental organization
NIMA	National Imagery and Mapping Agency
NIST	National Intelligence Support Team
NOAA	National Oceanic and Atmospheric Administration
NWDC	Naval Warfare Development Command
NWP	Naval Warfare Publication

O

O-1	second lieutenant(USAF/USA/USMC)/ensign (USN)
O-2	first lieutenant (USAF/USA/USMC)/lieutenant junior grade (USN)
O-3	captain (USAF/USA/USMC)/lieutenant (USN)
O-4	major (USAF/USA/USMC)/lieutenant commander (USN)
O-5	lieutenant colonel (USAF/USA/USMC)/commander (USN)
O-6	colonel (USAF/USA/USMC)/captain (USN)
OFDA	Office of Foreign Disaster Assistance
OPCON	operational control
OPR	office of primary responsibility
OPS	operations
OPSEC	operations security
OSD	Office of the Secretary of Defense

P

PLAD	plain language address directory
POC	point of contact
PSYOP	psychological operations
Pub	publication
PVO	private voluntary organization

S

SATCOM	satellite communications
SIPRNET	Secret Internet Protocol Router Network
SITREP	situation report
SLO	space liaison officer
SNCO	staff noncommissioned officer
SOC	special operations command
SOCCE	special operations command and control element
SOFA	status-of-forces agreement
SOLE	special operations liaison element
SOP	standing operating procedures
SPACECOM	Space Command
STANAG	standardization agreement (NATO)
STRATCOM	Strategic Command

STRATLAT	strategic liaison team
STU	secure telephone unit
T	
TALO	tactical airlift liaison officer
TCINet	Tomahawk Command Information Net
TLAM	Tomahawk Land Attack Missile
TLE	Tomahawk Land Attack Missile Liaison Element
TPFDD	time-phased force and deployment data
TRADOC	United States Army Training and Doctrine Command
TRANSCOM	Transportation Command
TREAS	Treasury Department
TS/SCI	top secret/sensitive compartmented information
TTP	tactics, techniques, and procedures
U	
UN	United Nations
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
US	United States
USA	United States Army
USAF	United States Air Force
USAID	United States Agency for International Development
USAJFKSWC	United States Army John F. Kennedy Special Warfare Center
USBP	United States Border Patrol
USCG	United States Coast Guard
USCS	United States Customs Service
USDA	United States Department of Commerce
USIA	United States Information Agency
USMC	United States Marine Corps
USMS	United States Marshals Service
USN	United States Navy
V	
VTC	video teleconferencing
W	
WARNORD	warning order

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26 AUGUST 1998**

BY ORDER OF THE SECRETARY OF THE AIR FORCE

**RONALD E. KEYS
Major General, USAF
Commander
Headquarters Air Force Doctrine Center**

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